

Report to the Brand Image Task Force

State of Kansas

REPORT TO THE BRAND IMAGE TASK FORCE

STATE OF KANSAS

JUNE 2004

PRESENTED TO

Kansas Department of Commerce

Business Development Division

Travel & Tourism Development Division

PREPARED ON BEHALF OF MEMBERS OF THE TASK FORCE BY

 &  Callahan Creek

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Executive Summery

"Now tell, me who are you? 'Cause I really wanna know."

—The Who

{Executive Summary}



THE CHARGE

In response to the clear mandate from every region of the state and nearly every economic interest engaged in the 2003 Prosperity Summits, the Department of Commerce has been working to create a dynamic, flexible and durable brand image for Kansas, to be utilized as a part of a comprehensive and sustainable marketing strategy.

THE TASK FORCE

The first step in the development of a Kansas brand was the formation of the Kansas Brand Image Task Force, populated by community, business development, and tourism leaders from throughout the state, particularly representing each of the Prosperity Summit regions.

Members of the Task Force participated in a process to articulate the essence of the Kansas brand through an authentic statement of Core Values, the first stage in creating the critical components necessary for an effective brand image.

Task Force members engaged in full-day working sessions April 6, April 27, and May 20, hosted in Salina, Kansas.

THE REPORT

This report contains the key findings and learnings developed by the State Image Task Force, an overview of competitive positioning, and the development of a statement of core values that describe the essence of Kansas.

THE REASON

THE CORE OF ANY BRAND

Decisions are built on trust. Making and keeping promises builds trust. A brand is a promise. How it is kept means everything.

Some people believe a brand is a tagline, a logo, a slogan, a phrase, a jingle. But these are simply a few ways a brand may be expressed. A brand ultimately is a personality, a reputation, articulated by what is said and demonstrated by what is done.

OWNING THE CONVERSATION ABOUT KANSAS

The purpose of our branding strategy is to redefine and influence the conversation about Kansas. It represents the ultimate process of finding our core truth, and transforming this truth into ideas, images, and meaningful actions that stick, demonstrating why we are different and why decision-makers should care about us. The key is to find a fresh, memorable path into the hearts and minds of our audience and to engage people on as many levels as possible. This is done by tapping into human emotions.

OWNING THE CONVERSATION BEGINS WITH OUR DIFFERENCE

Branding is a competitive sport. It's personal. Emotional. Unearthing our difference demands a deep dive into the mind of our target audience, ourselves, and our state's culture and history. Where may we go that competitors have not been? Where will rivals not follow? What exclusive piece of mental real estate is ours to own? What emotions does that evoke? What differentiation may we authentically claim?

Effective branding forces the creation of a new and separate box in the mind of our audience. It assists our audience in identifying our key difference or mental hook and begins an entirely new conversation about us, one we can begin to win on our terms. Effective conversations:

- begin to work their way through the world on their own (Self-Propelling),
- make the audience pause and want to know more (Emotionally Connecting),
- roll off the tongue with electricity (Poetry),
- exude attributes such as confidence, presence, mystery, warmth, wit, charm, intelligence, and emotion (Personality), and
- serve as inspiration for advertising and word-of-mouth (Deep Reservoir).

THE PROCESS

We conducted a brand audit consisting of research among the Task Force members to get behind the emotions associated with the Kansas brand and its relevant meaning to each of them.

THE LEARNINGS

Out of our process we determined:

1. Redefining and taking ownership of the market conversation about Kansas is THE KEY to our task.
2. To turn the conversation about Kansas to our advantage we must:
 - a. Identify our authentic and richly compelling differentiated market niche and brand position.
 - b. Identify emotional/social benefits associated with our brand image.
 - c. Articulate our brand position across diverse markets and diverse regions, both inside and outside the state.
3. If properly directed, our work can create a sustainable competitive advantage for Kansas, not only for tourism and business development, but for all aspects of the state of Kansas.

WHAT WE ACCOMPLISHED

To identify the essence of our brand and frame that in a statement of Core Values, we performed an analysis of each of the following:

- Our competition
- Kansas history
- Target audiences
- Writings about Kansas
- Strengths and weaknesses associated with our brand
- Identification of pain points
- Blending our statewide and in-state regional marketing needs
- Identification of the emotions behind the Kansas brand image
- Identification of an Action Plan recommended to fully develop and bring our redefined brand image to market

Detailed findings are shared in this report.

NEXT STEPS

This report synthesizes our work and begins us on the road to claim ownership of the market conversation about Kansas. Further research will be conducted with out-of-state travelers and business professionals and reported at its conclusion. In future steps, we will consolidate all findings and define our brand position, messaging/core creative, and strategies necessary to complete the development of an effective Kansas brand image.

The task force

THE KANSAS BRAND IMAGE TASK FORCE

Clark Balderson, Wamego

Becky Blake, Manhattan

Jeff Boerger, Kansas City, Kansas

Gerald Cook, Salina

Michael DeMent, Prairie Village

Richard Forester, Topeka

Mickey Fornaro-Dean, Newton

Gary Gore, Great Bend

Jessica Johnson, Wichita

Fred Jones, Oakley

Jana Jordan, Hays

Carolyn Kennett, Parsons

Sheila Lampe, Yates Center

Olivia Reynolds, Wichita

Andy Stanton, Dodge City

Stann Tate, Kansas City, Kansas

Jonathon Wimer, Holton

REPRESENTING THE KANSAS DEPARTMENT OF COMMERCE

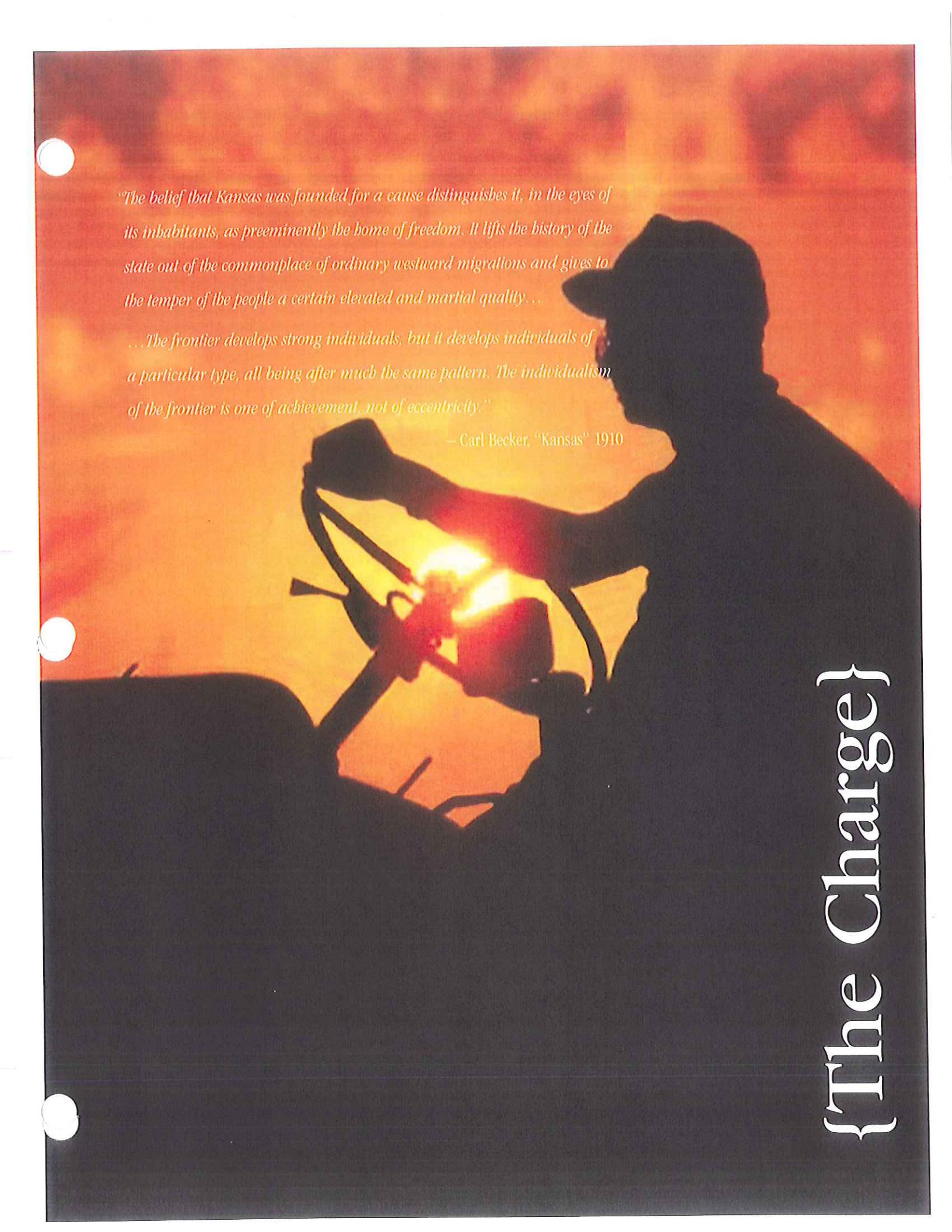
Steve Kelly, Deputy Secretary, Director Business Development

Scott Allegrucci, Director Travel and Tourism

Bill Thompson, Business Recruitment Manager

Cindee Stratton, Marketing Manager

The Charge



"The belief that Kansas was founded for a cause distinguishes it, in the eyes of its inhabitants, as preeminently the home of freedom. It lifts the history of the state out of the commonplace of ordinary westward migrations and gives to the temper of the people a certain elevated and martial quality..."

...The frontier develops strong individuals, but it develops individuals of a particular type, all being after much the same pattern. The individualism of the frontier is one of achievement, not of eccentricity."

— Carl Becker, "Kansas" 1910

{The Charge}

TASK FORCE

In March of this year, a 21-member State Image Task Force was selected. It is comprised of Kansas leaders from a variety of industry sectors, representing all regions of our state, each identified at the beginning of this report.

Task Force members also include four key members of the Department of Commerce team. Steve Kelly, Deputy Secretary of Commerce and Director Business Development, and Scott Allegrucci, Director Travel and Tourism, jointly lead this effort, with assistance provided by Bill Thompson, Business Recruitment Manager, and Cindee Stratton, Marketing Manager.

On behalf of the Task Force, the Department of Commerce retained the services of its marketing agency, Callahan Creek, to provide professional support of the effort. Callahan Creek teamed with Ironweed to facilitate the Task Force process.

CHARGE

The Task Force was charged to:

“Identify and agree upon those Core Values that define Kansas as a whole, their representative regions, and the products and experiences Kansas offers its customers; Core Values that may be distilled into words, phrases, or images constituting the source of ideas and images for marketing the state; and the umbrella attitude or attitudes that will inform state, regional, economic development, and tourism marketing efforts.”

As established early on, “The process must be cognizant of existing regional images and marketing strategies.”

MISSION

(As developed by the State Image Task Force)

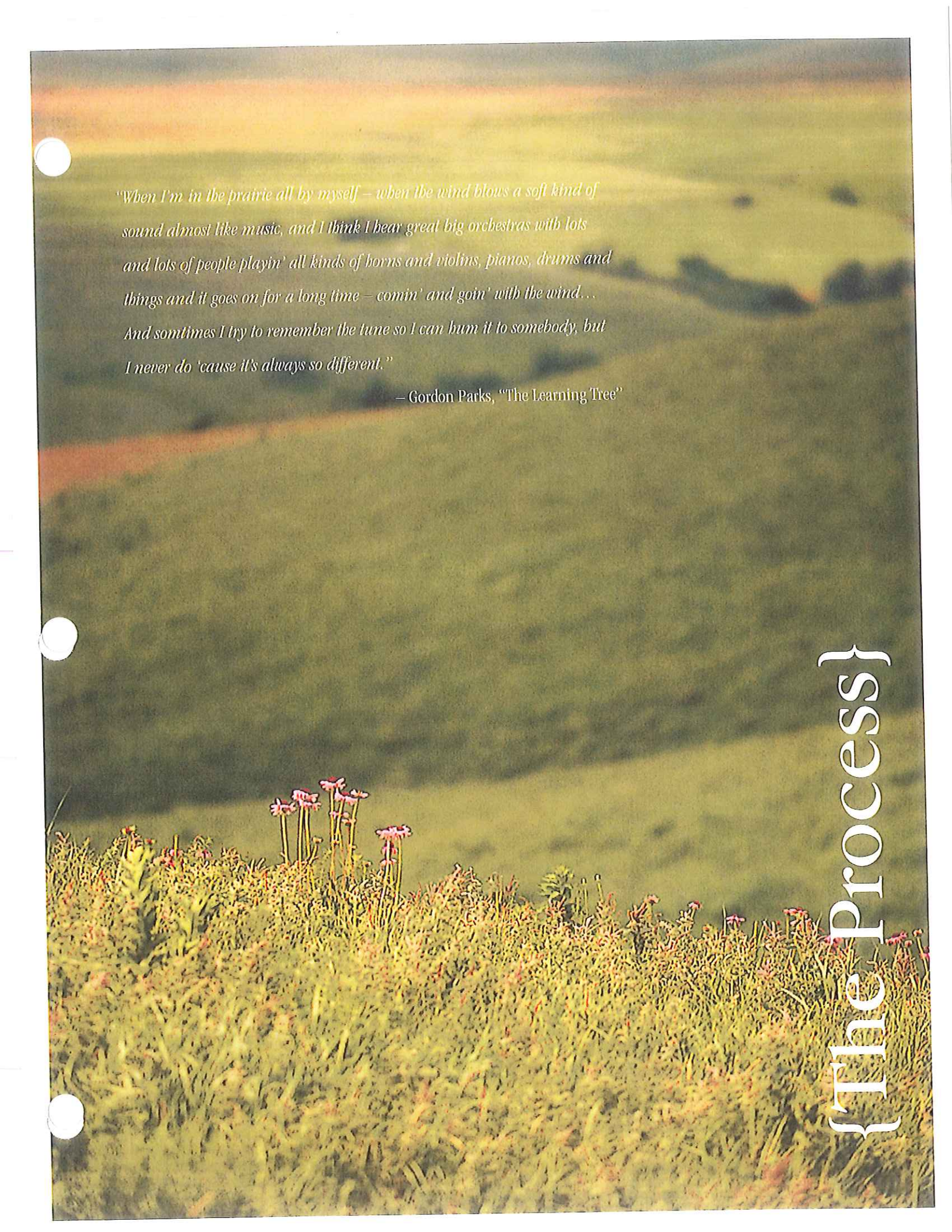
Define and express the Core Values of Kansas as a foundation to instill pride and promote effective brand image unity among Kansas regions, products, and services – our efforts will provide direction for the successful marketing of Kansas to both economic development and tourism audiences.

CHALLENGE

The key to success in this initiative is to make a long-term commitment, as the impact of branding builds exponentially over time.

Our Prosperity Summits presented the challenge. It is now time for us to step up and work together to develop a coordinated branding strategy and marketing relationship among public and private sector interests. It can be done. The time is ripe for investment in this strategy to rebuild the Kansas image and to unleash the untapped power of the Kansas brand.

The Process



"When I'm in the prairie all by myself – when the wind blows a soft kind of sound almost like music, and I think I hear great big orchestras with lots and lots of people playin' all kinds of horns and violins, pianos, drums and things and it goes on for a long time – comin' and goin' with the wind... And sometimes I try to remember the tune so I can hum it to somebody, but I never do 'cause it's always so different."

– Gordon Parks, "The Learning Tree"

{the Process}

A DIFFERENT WAY OF SEEING

Building our brand requires true understanding. True understanding is the ability to step into another's shoes and discover the world through their eyes. This is a basic yet very critical concept: How others see us often does not match how we see ourselves.

To develop a clear view of the Kansas brand, we conducted a brand audit consisting of a unique combination of group and individual work with the Task Force. Specifically, we:

- ◊ Reviewed and analyzed competitors' positioning, from states within our region and nationally
- ◊ Reviewed Kansas history and heritage
- ◊ Facilitated group sessions with Task Force
- ◊ Conducted qualitative interview research

COMPETITORS

Understanding how other states position their business development and tourism brand efforts allows us to act in a distinctive and powerful way as we redefine the Kansas brand. A competitive analysis is key to this understanding. How do our competitors position themselves? What types of conversations are common among them? Do their positioning strategies project a similar attitude? Do their similarities offer us an opportunity to stand apart?

Qualifying the tone and strength of competitor positioning is an empowering foundation as we move forward. It helps us decide where we need to go in redefining the conversation about Kansas.

KANSAS HISTORY

Winston Churchill once said, "The further backward you can look, the further forward you can see." We identified readings of Kansas heritage, including published books of Kansas history, national press, and periodicals, and invited a noted Kansas historian to participate in a group session during which we discussed the brand image implications of our Kansas heritage.

COLLECTIVE THINKING

(Group Sessions)

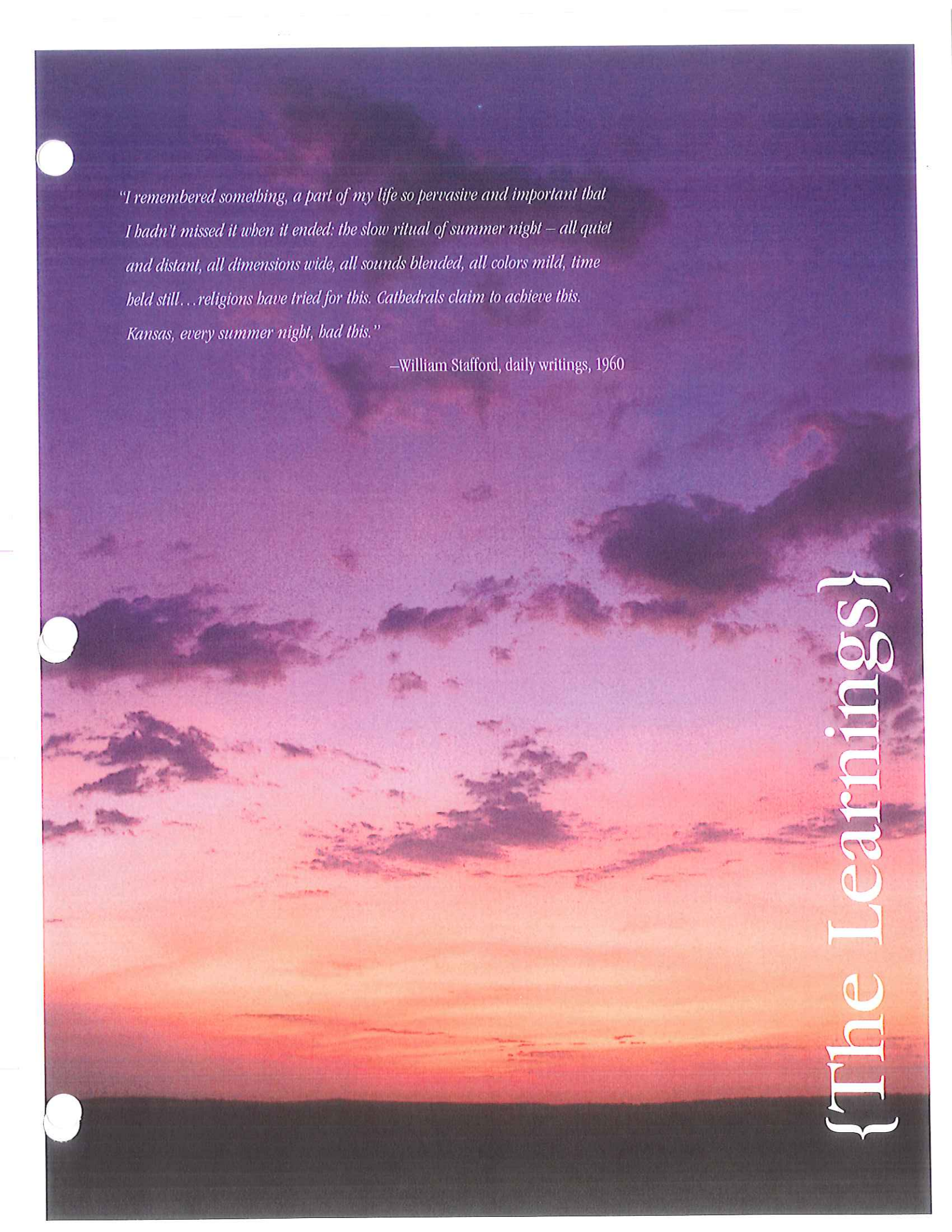
Group workshops were conducted to identify the strengths and weaknesses associated with our brand, our target audiences, competitors, and metaphor identification. Groups identified the basis of Core Values statements and ranked them on their ability to be authentic, distinctive, and meaningful to our target audiences. Each involved a dynamic give and take, allowing the development of consensus on broad categories of information relevant to the Kansas Core Values and brand.

EMOTIONS

(Individual Interviews)

Relying on visualization and metaphor storytelling techniques, thoughts and feelings about being a Kansan were explored. Through open-ended responses in hour-long, informal, face-to-face conversations, we discovered what Task Force members think and especially how they feel about their state, and what images convey those feelings. We wanted to identify the emotions behind how Kansans view themselves.

The Learnings



"I remembered something, a part of my life so pervasive and important that I hadn't missed it when it ended: the slow ritual of summer night – all quiet and distant, all dimensions wide, all sounds blended, all colors mild, time held still...religions have tried for this. Cathedrals claim to achieve this. Kansas, every summer night, had this."

—William Stafford, daily writings, 1960

{The Learnings}

STATE COMPARISON

The results of our analysis are displayed in a taxonomy (a comparative classification and ranking). The taxonomy permits us to easily see the competitive reality we face and understand what types of brand conversations are overused. We see where we have to go to separate from the pack.

Developing a differentiating brand is a challenge for all states, with some being more successful than others. (See article from *The N.Y. Times* on page 14)

Definitions

The following definitions and explanations are provided to assist interpretation of the taxonomy classification and ranking of other state brand positions.

Y-Axis:

Levels of Engagement: The eight levels of engagement (y-axis levels from -2 to 5) represent the amount of material (meaning, stories, associations, imagery, multiple layers) in a name the audience has to mentally play with and personalize — and how “engaged” they are by a tagline or conversational starter. Positioning taglines at Level -2 are the least engaging, and likely to be quickly forgotten; the higher the number the better, with Level 5 being the best and most memorable.

X-Axis:

Functional: Basically, a descriptive explanation of what the state is or does. While in some cases the functional benefit could be distinctive, it does not connect emotionally or motivate action. The positioning could be evocative to some, but is functional to the many who do not understand the connection (i.e., “Where the Rivers Run”). It therefore requires explaining to even begin to connect with the target audience.

Experiential: A direct connection to a real human experience. Usually literal in nature, but presented with a touch of imagination (for example, “Stay Just A Little Longer” or “The Natural State”). Many Experiential brand positions do not allow their audience to differentiate from place to place.

Evocative: These brand positions are designed to evoke the emotions of a brand rather than functional elements (for example, “rivers”) or the experience (such as “stay” or “explore”). Removed from direct experience, but relevant — evoking memories, stories, and many levels of association (“It’s A Whole Other Country” or “Big Sky Country”).

Kansas Brand

State Positioning Taxonomy

y axis LEVELS OF ENGAGEMENT ↓	x axis FUNCTIONAL	EXPERIENTIAL	EVOCATIVE	
5				5
4				4
3		NY-I Love NY	VA-Virginia Is For Lovers TX-It's Like A Whole Other Country	3
2		FL-The Sunshine State	MT-Big Sky Country NM-Land of Enchantment	2
1	OK-Native America	ID-Vacation Wonderland UT-The Greatest Snow On Earth	GA-On My Mind MS-Feels Like Coming Home HI-Islands Of Aloha	1
0	MO-Where The Rivers Run	AK-The Natural State	CA-Find Yourself Here OR-We Love Dreamers	0
-1	AK-A Natural for Business MA-Make It Yours WV-Wild, Wonderful AL-Wonderful LA-Come As You Are, Leave Different	NC-A Better Place To Be MN-Explore Minnesota IA-Come Be Our Guest	TN-The Stage Is Set For You AZ-Grand Canyon State PA-The State of Independence	-1
-2	MT-EZ 2 LUV DE-It's Good Being First ID-Idaho Works IL-Illinois is Right Here Right Now IA-Smart Idea ME-It Must Be Maine MN-Positively Minnesota NH-Make Up For Lost Time ND-A New State of Business VA-Virginia Is For Business WI-The Strategic Move	ID-Great Potatoes; Tasty Destinations MD-Welcome MI-Great Lakes, Great Times MI-Great Lakes, Great Business SD-Great Faces, Great Places, Great Business SD-Great Faces, Great Places NY-New York Loves Business WI-Stay Just A Little Bit Longer NV-Wide Open SC-Smiling Faces, Beautiful Places	CO-Adventure AK-Beyond Your Dreams, Within Your Reach NE-Possibilities...Endless ND-Legendary	-2
	FUNCTIONAL	EXPERIENTIAL	EVOCATIVE	

WHAT THIS TAXONOMY REVEALS

Most states are clustered together with either Functional or Experiential branding strategies.

WHAT DOES NOT WORK

The taxonomy reveals similar brand strategies that permeate most rival state efforts in tourism and business development, resulting in the assignment of low marks to the bulk of these brands. Most of these branding efforts do not differentiate one state from another, or create audience engagement, as many are variations on the same theme (such as “wonderful,” “great” and “welcome”) that create little, if any, advantage for one over the other. They fall flat.

EXAMPLES OF STRATEGIES THAT WORK

Two notable examples of strategies that work are Virginia’s tourism positioning (“Virginia is for Lovers”) and that of Texas (“It’s Like A Whole Other Country”). A third, New York’s tourism effort (“I Love New York”) also rates as more effective than most even though theirs is an Experiential strategy rather than an Evocative one. Because substantial dollars were committed for New York’s initial television advertising to drive their conversation into the national consciousness, they have sustained this positioning over a long period of time. While the Virginia and New York tourism efforts are viewed as more effective than most others, the business development approaches for each state fall flat (“Virginia Is For Business” and “New York Loves Business”).

RECENT BRANDING EFFORTS OF OTHER STATES

A handful of states entered the market earlier this year with new branding strategies, attempting to redefine conversations about their states (such as Oregon with “We Love Dreamers,” Tennessee with “The Stage Is Set For You!” and Pennsylvania as “The State Of Independence”). While Experiential and Evocative they do not point to a clear separated difference from other states.

COMPETITIVE ANALYSIS: CONCLUSIONS

The taxonomy is a powerful illustration of our opportunity. The Kansas tourism and business development brand image effort is ripe for a high-level, evocative positioning strategy that helps Kansas push through the clutter and stand out. Kansas should be positioned in the upper right corner of our taxonomy, where we can claim a distinct competitive advantage. By claiming a new market niche with original positioning, we move the conversation about Kansas to a place we can win.

JUNE 9, 2004

REPRINTED FROM *THE N.Y. TIMES*

"INTRODUCING KENTUCKY, THE BRAND"

BY STUART ELLIOT

For decades, students have been memorizing fun facts about the states, like the official flowers, birds, mottoes, songs, trees, animals and fruits. Soon, they may need to add something to the list - brand identities.

Two states, Kentucky and Oregon, are seeking to cultivate positive images - among residents as well as visitors - with ambitious advertising campaigns meant to speak with one voice for governmental departments like agriculture, business development, commerce, education and tourism.

Oregon recently introduced its campaign, from Wieden & Kennedy, which carries the theme "Oregon. We love dreamers." Kentucky recently selected two agencies, Fitzgerald & Company and New West, to develop an initiative to unite its disparate pitches.

The campaigns are an effort to extend the concept of branding beyond the traditional realm of consumer products to everything from electric power to hospitals and even yourself, if you follow the advice in how-to books like "Be Your Own Brand," "The Brand Called You" and "Brand Yourself."

Corporate identity and branding consultants warned about the difficulty of branding states.

"Everyone is under enormous pressure to break through the clutter and get people to notice, care, visit, do business," said Allen P. Adamson, managing director at Landor Associates in New York, part of the WPP Group. "But it's much easier said than done."

"Branding can help communication, if you can get a singular, strategic idea that is different," he added. "For most states this is very hard, because they have so many constituents, and branding requires making choices and focusing on one thing, not everything." Landor has developed so-called place branding campaigns for cities like Cincinnati; Pittsburgh; Roanoke, Va.; and Traverse City, Mich., along with countries like Jordan and a Florida state tourism marketing corporation.

David Martin, president for North America at Interbrand in New York, a brand identity consultant owned by the Omnicom Group, said: "A brand is both a promise and the delivery of the experience. So you better make sure it's deliverable."

"The challenge of branding a state is getting the state to prioritize," he added. "You can't boil the ocean."

Representatives of Oregon and Kentucky, and the agencies working for them, acknowledged that they faced challenges. For instance, said Debby Kennedy, director for the Brand Oregon Initiative for that state (and no relation to the agency), she and Wieden & Kennedy decided in the first year to focus on three areas: agriculture, business recruitment and tourism. If they could be combined under the Brand Oregon banner, she said, "it would be a great achievement."

"The idea is making it all consistent," said Ms. Kennedy, who is based in Salem, Ore., "because we just want the brand to look really bigger than it is."

The initial campaign is made up of print advertisements; billboards; displays in stores that sell produce, seafood and other products from Oregon; and Web sites like oregon.gov and traveloregon.com. The effort is being financed by state and private money.

"It's more than marketing the state as a product," said Dan Wieden, president at Wieden & Kennedy in Portland, Ore., and a self-described fourth-generation Oregonian. "It's more about marketing a way of life, a culture, a set of values that inform the kinds of products that come out of the state and the people who live here."

"When you do a good job of branding a company, you get beneath the superficial layers and figure out why it does what it does," he added. "For Oregon, the whole premise we came up with, of dreamers, comes from looking at the people who settled here, who are attracted here: pragmatic idealists with the disposition to bring to life their dreams."

The branding of Kentucky is being overseen by W. James Host, a longtime executive in college sports marketing at Host Communications who is Kentucky's secretary of commerce, in Frankfort.

"We share a conference room with Economic Development, and on one wall was our tourism mark and slogan, and on the other wall was their mark and slogan, and they were entirely different looking," Mr. Host said. "Having been involved all my life in branding, I said it didn't make sense."

"We have so much," he added, listing attributes from Civil War history to horse farms to bourbon, "that most states would kill for what we have, yet it hasn't been marketed or advertised in a consistent way."

"I sat down with the governor," Mr. Host said, referring to Ernest Fletcher, elected last November, "and said I'd like to see how we could meld it all into one clear branding statement that would expand the money we're spending without spending any more money. He said, 'Have at it.'"

The first order of business for Kentucky's branding effort, which has a budget estimated at \$14 million, will be research among people in and out of state to determine current perceptions. New West, based in Louisville, has brought in Fitzgerald, an agency based in Atlanta and owned by the Interpublic Group of Companies, to work on tasks like brand development and media planning and buying.

"The goal is to have a consistent brand message, whether it comes from economic development, travel and tourism or the department of motor vehicles," said David P. Fitzgerald, president and chief executive of Fitzgerald. "At the end of the day, the consistency will do nothing but good things."

Mr. Wieden, of Wieden & Kennedy, asked if other states ought to try their hands at branding, replied, laughing, "I fear other states have this great a story to tell as Oregon does."

Indeed, Mr. Martin of Interbrand said his agency had received requests for proposals for branding initiatives from "one Canadian province, Manitoba, and one U.S. state, Oklahoma."

What, a Rodgers and Hammerstein musical isn't enough?

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JULY, 2003

REPRINTED FROM *MIDWEST REAL ESTATE NEWS*

**"BRAND IT AND THEY SHALL COME
TOURISM AND ECONOMIC DEVELOPMENT BOTH BENEFIT WHEN
MEMORABLE BRANDING CAMPAIGNS BRING ATTENTION TO
STATES AND COMMUNITIES."**

BY BILL SIEGEL

Build It and They Shall Come! You in the real estate business understand that this old adage works better in Hollywood's Field of Dreams than in real life.

I learned this first hand when, during the recession of the early 1990's, I was hired as an advisor to Olympia and York, then the world's largest bankruptcy, years before Enron and WorldCom came along to dwarf it. The company's problem was a huge real estate development gone sour, Canary Wharf in London's Docklands area. As I presented my research findings on the brand equity of Olympia & York in a Manhattan boardroom to a phalanx of lawyers for the unsecured creditors, I certainly could have used a flack jacket.

This was an unusual job for me, because my firm, Longwoods International, is much better known as a brand strategy company than one for insolvency work. One of our key areas of interest is economic development, and I've had the opportunity to help a number of venues develop branding campaigns aimed at attracting new businesses, tourists, or both.

While a marketing solution would have been too little too late for Olympia & York, in more normal circumstances, I believe that it's just as important to invest in demand creation as it is in bricks and mortar.

In your field, you are probably more familiar with the economic development community than with tourism. After all, when a new business moves into the area, the real estate spin-off is obvious: increased demand for offices, manufacturing space, and employee housing. On the other hand, tourists spend money while they are visiting you, but then they leave. So what's the value of linking the two together?

Let's start with the fact that, at all levels of government, tourism is usually set up administratively as a division of economic development. So, I guess you could say that the two areas are sort of like kissing cousins. But the reality is that, because tourism reports in to economic development, it is treated more like the poor cousin than a kissing cousin.

There are a number of myths surrounding tourism that help contribute to the industry's image problem among both economic developers and politicians: It's nothing but low paid, part-time jobs.

Why promote tourism? We have such a great product here that they will come anyway. There's no accountability in tourism. How do you measure results? The net result of this is a personality syndrome common to my tourism friends of defensiveness triggered by insecurity generated by lack of appreciation from their economic development overlords.

There are several reasons why you should consider tourism as an essential ingredient for economic development in your area. The first is that it can and does generate huge economic benefits to residents.

Take the state of Colorado, where we have worked since 1986. In Colorado, tourism is the second largest industry, generating \$7 billion in expenditures, creating 200,000 jobs, and \$550 million in state and local taxes. The impacts are spread widely throughout the state economy, far beyond hotels, motels, and low-wage jobs. Tourists generate over \$2,000 in spending for every man, woman, and child in the state.

Colorado is also interesting because events there shattered the myth that you don't need to spend money marketing a destination if you have a great product: tourists will just come

anyway. When I first began working for Colorado in 1986, the state had just formed the Colorado Tourism Board to develop and manage a new campaign to heighten the image and awareness of the state as a summer destination.

Our first round of image national research showed that Colorado both benefited and suffered from being a Rocky Mountain state. Its image was "Mountains, Mountains, and More Mountains." The data demonstrated that this perception was far too limiting; in fact, consumers were looking for "Mountains and Much More." Longwoods' recommendation was to move the mountains into the background of the ads, and to put what the research defined as the "Much More" into the foreground: Colorado's resort communities,

Western heritage, historic towns and villages, people, activities, fun and excitement. The new campaign worked! During the summer, Colorado moved from a regional drive destination for farmers from Kansas and Nebraska to a national fly-in destination. In the summer resort category, Colorado jumped from 14th to 1st among states.

Then in 1993, disaster struck. After the passage of an anti-tax amendment the year before, voters shot down the tourism tax that funded the Colorado Tourism Board. It was a small but broad tax of 20 cents on every \$100 dollars of tourism spending, mainly paid for by out-of-state visitors. Colorado became the only state without an official tourism function. I saw a news story in the travel section of my Toronto newspaper with the headline "Colorado: The Phones are Still Ringing, But Nobody is Answering Them."

The impact was immediate and devastating to the state's tourism industry. Visitation dropped by 2.7 million people within two years. Colorado moved from first to 17th place in the summer resort category. By 2000, the state's market share of pleasure trips had dropped by 38 percent. This represents an annual loss of over \$2 billion in expenditures, all because Colorado stopped spending \$12 million for marketing.

Won't they come anyway? Just before the vote that killed tourism funding in 1993, Douglas Bruce, the lawmaker whose anti-tax amendment created the issue, said to the media: "I'm not against tourism. But the Rocky Mountains were there long before the Colorado Tourism Board, and they'll be there long after it's gone." He was half right. The Rocky Mountains are still there. There's just a lot fewer people visiting them.

In many years of conducting research on tourism campaigns, I've seen that the good ones can generate over \$100 in expenditures for every dollar spent on marketing. That's a lot of economic impact. It's also a good argument for breaking down the traditional Chinese wall between economic developers and tourism marketers.

Through many branding campaigns, I've seen that if you project a strong, inviting image for a place, it will work for both tourism and economic development. If it shows your venue as offering a superb lifestyle, that will motivate people to consider you both as a place to visit as well as to live and work.

We see a growing trend to developing umbrella campaigns for both tourism and economic development. When she was governor of New Jersey, Christine Todd Whitman used our research to justify merging the state's campaigns for tourism and economic development under a single umbrella. Again, the purpose was to create synergies with limited marketing budgets.

This spring, we are rolling out another umbrella campaign for a smaller client, the Grand Rapids/Kent County Convention & Visitors Bureau, which has formed a coalition with partners in the region. The theme is "Michigan's West Coast," and it effectively links the city attractions of Grand Rapids with the Lake Michigan shore. The resulting regional brand portrays a unique lifestyle that will appeal to visitors, conventioners, and businesses looking at relocation.

Al McGeehan, the mayor of Holland, Michigan, a small town nearby noted for its annual tulip festival, summed up the value of the regional branding campaign as follows: "I'm very

pleased to be part of this initiative, because we will benefit, we will grow, and we will see the very positive ripple effects in our communities.” Joseph Zainea, a Grand Rapids realtor and community leader, said, “I am now totally convinced that if we keep spending money getting the word out on ‘Michigan’s West Coast,’ it will rebound to the benefit of the office building owners as well as the tourism industry.”

In these examples, marshalling the endorsement and funding from diverse players to implement a cooperative branding campaign was not without its challenges. Indeed, many of the people you need to work together are more used to competing with each other than working toward a common goal. The answer is, I believe, a phrase coined by Ray Noorda, the founder of Novell: COOPETITION. When marketing your place for economic development and tourism, it is necessary to create a compelling brand umbrella that everyone can work with and reinforce, and to put enough media muscle behind it to cut through the clutter.

One brand, one voice! That’s the key to marketing your community.

KANSAS HISTORY

Craig Miner, noted Kansas historian, made a presentation to the Task Force about Kansas history, the Kansas experience, and how the nation has viewed us in awe and occasionally, with confusion, throughout history from our days as a Territory. Dr. Miner made a number of interesting points, including:

- ◊ Kansas is the American Community.
- ◊ The phrase “Facing the day,” from a poem about sunflowers, applies to Kansans.
- ◊ We often explain ourselves to ourselves.
- ◊ Ours is not so simple as a picture of Pike’s Peak.
- ◊ Kansas is a hidden civilization.
- ◊ Lambasting Kansas is often spectator sport.
- ◊ If you can destroy Kansas, you can destroy America.
- ◊ Kansas is the Pragmatic Idealist, looking at faraway places with our feet on the ground.
- ◊ We are standing in a personal story.
- ◊ We need examples of Ad Astra Per Aspera – we need to know in detail how to reach the stars through difficulty while having our feet on the ground.
- ◊ Why the historical antagonism toward Kansas?
- ◊ We are not generally “I’m okay, you’re okay” types.
- ◊ We consider ourselves separated out – a special chosen people.
- ◊ We know something about ourselves by knowing our ancestors.
- ◊ Kansans are serious, not cynical.
- ◊ We will tell you that you are wrong.
- ◊ Kansas is mutable and changeable.
- ◊ We need a context to view us, and to view ourselves.
- ◊ Kansas, at times in our history, may have been crazy, but never irrelevant.
- ◊ The historical Kansas personality is idealistic + pragmatic; we like to go ahead and try it. See if the social experiment works, and if it does not, we move on. This personality led to many of the state’s progressive attempts at social engineering in the late 1800’s and early 1900’s.
- ◊ The role of Kansas in leading the nation’s debates, such as the free state vs. pro-slavery conflict, Exodusters, women’s suffrage, capital punishment.
- ◊ For our inferiority complex – what we should do:
 - Study our rich history.
 - Look at the earth, the sky, and neighbors.
 - Develop an oral history program.
 - Add a college level Kansas history requirement.
 - Understand that past acts of definition are a big part of current identity.

In reaction to this presentation, surprise was occasionally expressed at select details of Kansas history which were not top-of-mind. Hearing the nuance and richness of the Kansas experience evoked reactions of pride and concern. Concern that Kansas history is compelling but has not been told, or that Kansas history does not define or inform the reality of the current cultural experience in Kansas. Our heritage remains a good story waiting to be shared, reminding ourselves and others where we fit within our national fabric.

In an interview after his presentation, Dr. Miner also revealed the following examples of Kansas as a groundbreaker:

- ◊ The Nation's first elected female mayor.
- ◊ 1879 Exoduster migration from southern states to Kansas.
- ◊ First constitutional amendment prohibiting liquor.
- ◊ Joseph C. McCoy developed the first prototypical cattle town in Abilene. His ideas were original regarding the promoting and controlling of the cattle trade.
- ◊ One of the first states to attack the Standard Oil trust, in 1905.
- ◊ One of the first Board of Railroad Commissioners.
- ◊ In the vanguard of municipal suffrage for women.
- ◊ Constitutional amendment in 1867 allowing women and African Americans the right to vote. The measure failed, with both groups blaming the other for the loss.
- ◊ Early aviation; in 1920 the Laird Company was the first successful aviation company west of the Mississippi.
- ◊ Coleman Company, first to mass-market the lantern.
- ◊ The Mentholatum Company, founded in Kansas in 1889.
- ◊ White Castle in ICT, 1920's, made the burger respectable by use of stainless steel and white tile store design, and became among the first to sell fast food, by selling its burgers by the sack.
- ◊ 1932, White Castle runs the first fast food coupon advertising campaign.
- ◊ 1950's, L. Ron Hubbard invented Scientology in Kansas.
- ◊ 1920's and 30's, Dr. John R. Brinkley, otherwise popularly known as the "goat gland doctor," was a pioneer in radio programming, recognizing its commercial and political importance.
- ◊ The first and longest lasting state Board of Movie Censorship.
- ◊ 1912, 9YV-WTG in Manhattan broadcasts weather information in Morse code daily at 9 a.m., believed to be first regular schedule of weather broadcasts in the United States.
- ◊ Pizza Hut and Taco Tico, both Kansas companies, were in the vanguard of business format franchising.
- ◊ Strict gun control laws in late 1800's cattle towns.
- ◊ City Commission system of municipal government as a progressive reform was created nationally in 1901; City of Wichita was one of the nation's first to adopt it in 1909.
- ◊ Nate Appelman, in the 1930's, became the first to develop the process of acidizing oil wells, reworking non-producing wells to turn them into producers for decades.
- ◊ Jack St. Clair Kilby, 2000 Nobel Prize winner in physics as the inventor of the computer chip in 1958, grew up in Great Bend.

PAIN POINTS

There exists a frustration of how Kansas and Kansans are at times depicted nationally, and even within our state. In the minds of many, a subconscious and unproductive negative stereotype of Kansas exists. With that recognition comes a realization—the depiction of Kansas by a negative stereotype creates our opportunity.

Unproductive stereotypes are often advanced in the absence of otherwise credible information. Kansas for many is a blank slate, somewhat an unknown, a brand that we have the opportunity to frame and to fill.

If not completely blank, Kansas for some may already possess a brand identity that we do not actively or creatively seek to utilize to our advantage. It may not be that there isn't anything "there," but that we are not engaging with what *is* "there."

By filling our slate and by defining ourselves, we pre-empt and reorient the conversation about us beyond the negative stereotype to our advantage. We build our brand image by identifying positive stereotypes uniquely compelling to our state.

BLENDING STATE AND REGIONAL BRANDING

The manner in which we redefine the conversation about ourselves will allow for a high altitude articulation of Kansas with many sub-brands captured beneath. This "umbrella brand" permits different municipalities and regions of our state to share the Kansas brand strategy while also making it relevant to their own target markets.

One example of an umbrella brand is the British company Virgin. The vastly different sub-brands of Virgin Records, Virgin Mega-stores, Virgin Cola and Virgin Airlines all share positioning of different, confident, exciting, alive, human, provocative and fun, but relevant to their own target markets by different products and promotional means.

In much the same way, sub-brands such as Atchison, Fort Hays, Parsons, Western Kansas, Yates Center, the Flint Hills, Dodge City, Johnson County, Old Town, and Wichita will be able to adapt the overall Kansas brand to their needs and diverse target markets.

AUGUST 2, 2003

REPRINTED FROM *THE L.A. TIMES*

"FLAT, AND JUST PLAIN GREAT"

Kansas is a fabled place in the United States, full of wheat fields and cattle barns, straight roads, decent people who work hard and go to church, and did we mention wheat fields? Now, thanks to a new study by a team of U.S. geographers, we also know that Kansas is flat, very flat, indubitably flat.

This landmark finding, a serious one though published recently in a humorous journal, the *Annals of Improbable Research*, confirms what any living American who has ever been anywhere near Kansas has sensed: Kansas is truly flatter than a pancake, which, come to think of it this morning, still tastes pretty good regardless of contour or shape. Many places are flat; try West Texas, North Dakota or eastern Montana — and no one's ever gotten carsick on Highway 58 between Mojave and Barstow.

Sadly, flat is often associated with boring, with no-longer-round tires and with bad beer. But outside of Hollywood casting studios, there is nothing inherently wrong with being flat, especially if that flatness is due to a vast prehistoric ocean that deposited detritus so rich that, once dried, the resulting fertile fields could grow crops sufficient to feed much of the world, not to mention create this morning's pancakes.

You can stand outside Dodge City or Nekoma, Fellsburg or Neola and squint forever. There may not be much to see, save clusters of trees around distant farmhouses, but if there were, you could surely see it. Flat is good for farm fields; slows the runoff en route to Oklahoma. Flat is good for air-clearing winds rolling off the Rockies bound for Chicago. Flat is good for sports fields. Flat is also good for speeding on I-35 or I-70. Unfortunately, flat is also good for radar guns.

Like many rural Midwestern areas, Kansas over the last century has seen much of its promising young future run off, like Dorothy and Toto seeking the Emerald City, leaving many communities gasping for younger leadership, ideas and energies, not to mention children and ambitious dreams. Many emigrants return. But with so much of the population and the media assembled in vast metropolitan areas, scant attention gets focused on the hollowing out of such areas crucial to feeding and financing national strength.

But all that disappears come dark when the crops pause to rest before dawn. As one stands outside these towns on warm summer nights, the stars in the black sky are too amazingly numerous to grasp, let alone count. The crickets are chirping by the millions. The yard lights of scattered farms and the next town, down the 19th century surveyor's arrow-straight roads, twinkle clearly on the horizon like a line of ground-bound stars. All this beauty and richness, thanks to flat.

Now about those morning pancakes.

GROUP SESSIONS

STRENGTHS AND WEAKNESSES OF OUR BRAND

Through dynamic group sessions, the following strengths and weaknesses of our brand image relevant to either business development or tourism efforts were identified:

Strengths (Business Development)

- » Transportation infrastructure; roads system
- » Good work force/work ethic/productivity
- » Diversified—diversity epitomized in cultural, economic, geographic terms
- » Education
- » Midwest values/an ethical environment
- » Central location
- » Right-to-work state
- » Quality of life
- » Quality, reasonable cost
- » Fiber optics accessibility
- » Entrepreneurial
- » Government support

Weaknesses (Business Development)

- » Education (technical training, perception of the Kansas Board of Education, K-12, global aspects of business, uncoordinated training)
- » Perception of high cost of doing business—high taxes
- » Perception of cultural shortfall and options—lack of recreational opportunities
- » Lack of ethnic diversity

Strengths (Tourism)

- » Time-space perception (wide open spaces/slow pace)
- » Off the beaten path/undiscovered
- » History
- » Nature/natural resources
- » Agri-tourism and agriculture
- » Scenic beauty/plains
- » Sky/sunsets
- » Sporting events, fairs, festivals (identified as alternative promotional opportunities)
- » Friendly people
- » Arts
- » Aviation

Weaknesses (Tourism)

- Subtlety of scenic beauty and lack of curb appeal (no mountains or ocean—no recognizable topographical landmark)
- Poor self image and lack of image—we do not define ourselves
- Lack of accessible public land (creates a perception of a ‘thanks for not stopping’ attitude)
- Lack of understanding of tourism as an economic opportunity and value to the state and individual property owners—the perception of liability risk among private property owners
- Lack of tourism infrastructure (lack of quality attraction/product and marketing development)
- Lack of state commitment (in both funding and culture)

OUR TARGET AUDIENCES

Target audiences in both business development and travel and tourism efforts were identified by the Task Force:

Business Development target audiences

- Kansans
- Business owners both in- and out-of-state; particularly those that are knowledge based, such as technology and bio-science
- Large companies with midwest roots
- Small nimble businesses
- Urban businesses, due to a perception of relocation interest
- Younger generations of business leaders
- Business media
- Consultants

Travel and Tourism target audiences

- Those with disposable income
- Motivated to travel
- Boomers and families
- Primary audience lives within five hours of their travel destination
- Secondary audience is national and international, with interest in niche attractions matched to Kansas offering
- Travel writers
- Independent travelers

COMMONALITIES

The wants and needs of each target audience group, whether for travel and tourism or business development, share commonalities:

- Quality of life, particularly in presenting new opportunities and experiences
- Entrepreneurial spirit and innovation
- Sanity/slower pace (productive, not frenetic, manageable)
- Safety
- Low cost of living/value in travel experience
- Friendly, open, honest, hardworking, dependable, and trustworthy people
- Authenticity
- More than you expect

METAPHOR COMPARISONS

The Task Force was asked to complete the following metaphorical phrase:

If Kansas were a _____, it would be a _____.

They were also asked to explain why this metaphor comparison was germane by identification of key words applicable to the metaphor.

Metaphor identification opens the mind to a discussion of real and thought provoking brand attributes and issues associated with the brand, as seen in the summary below.

The answers given in the group sessions to fill in the images associated with Kansas are listed below. Those descriptive attributes which were common among the group in defining the image as it relates to Kansas are also summarized below each image (i.e., SUV - versatile).

If Kansas were a CAR, it would be a/an _____?

- SUV
 - Versatile
- Pickup truck
 - Hard working
 - With forgotten cargo in the back
 - Trustworthy
 - Reliable
 - Strong
 - Pride
- New red T-Bird
 - Freedom
 - Courage
 - Opportunities
- Generic Chevrolet sedan
 - Common
- Land Rover
 - Solid
 - Dependable
- Ford Pinto with wings
 - Innovative
 - Unique
 - Traditional
 - Quirky

If Kansas were a KNOWN PERSON, it would be _____?

- » Tom Brokaw
 - Very American
- » An astronaut
 - Confident, smart, trustworthy, sky/stars
- » George Washington Carver
 - Ingenuity
 - People know of him but not all about him

If Kansas were a TREE, it would be an _____?

- » Oak tree
 - Strong
 - Resilient
 - Green
 - Conservative
 - Proud, independent, but apologetic
 - Dependable
 - Hard working, with no praise needed

If Kansas were an ANIMAL, it would be a _____?

- » Horse
 - Strong
 - Colorful
 - Heritage
 - Versatile

If Kansas were a MODE OF TRANSPORTATION, it would be a _____?

- » Hot air balloon
 - Quirky
 - Independent
 - Positive

If Kansas were a FOOD, it would be a _____?

- » Seven-spice layer cake
 - Unique and quirky
 - Variety—not sure what's in there
 - Something for everyone
 - Balance

If Kansas were a SPORT, it would be _____?

- » Slow pitch softball
 - Traditional
 - Laid-back
 - Social and friendly
 - Quality of life

METAPHOR COMPARISON CONCLUSIONS

These metaphors tend to fall within two groupings containing the following co-existing attributes:

1. Strong and dependable
 - a. Traditional
 - b. Solid
 - c. Trustworthy
 - d. Reliable
 - e. Proud, but not boastful
 - f. Resilient
 - g. Hard working
 - h. Strong
2. Quirky and unique
 - a. Innovative
 - b. Ingenious
 - c. Independent
 - d. Unique
 - e. Doesn't follow the crowd
 - f. Entrepreneur
 - g. Individualistic

An important recognition emerged during this exercise, and that is of Kansas as a blank slate in brand identity. While internally we understand these attributes, they have not been broadcast in a meaningful, differentiated, and relevant way. The stereotypes of the Wild West and the Wizard of Oz fill a vacuum, in the absence of an otherwise compelling story. The thought was expressed that our heritage is not Oz or the wildness of the Old West, but rather our leadership and noble past. Much of the group concluded we must build upon this rich history.

KEY COMPONENTS OF OUR BRAND – CORE VALUES

The group engaged in an exercise to begin to ferret out the key ingredients to the essence of our brand, and of our Core Values. As a result of this work, six key components of the Kansas brand were identified by the group. Each component and the attributes that support them follows:

1. ENVIRONMENT

- » Open spaces
- » Openness, vision (ability to see forever)
- » Fantastic sunsets (no mountains blocking the view)
- » Rustic, rural charm
- » Subtle beauty
- » Pure, clean
- » Expansive (sky, vista, horizon)
- » Dirt roads
- » Country
- » Nature's beauty
- » Growing food from the earth

2. PRAGMATIC and POETIC

- » Manageable (life is manageable, so it allows you time to be creative)
- » Balance
- » Urban opportunities with rural settings
- » Change (growth, season, time)
- » We do it right the first time
- » Connection, sense of being, confidence
- » Optimize instead of maximize
- » Practical creativity
- » Productivity (balancing resources for optimum results)
- » Tactile (reaching all senses, but particularly a feeling)
- » Illuminated (toward the light)
- » The birds that stay the winter
- » "So pervasive and important as to be invisible, undiscovered"
- » There's always a horizon to strive for

3. PRINCIPLES

- » High moral standards
- » Do the right thing
- » Strength of character (do the right thing for the right reason)
- » Pride, motivation
- » Adventure in pursuing missions
- » Purpose
- » Focus on results, not process
- » The pioneer spirit

- » Perseverance
- » Keen sense of commitment
- » Strong work ethic
- » Hard work – transforming the land
- » Dedication to a cause
- » Need to farm

4. COMMUNITY

- » Home, the center, the core
- » Home, security, family
- » Basics, foundation
- » Community: importance of friends/family

5. CHARACTER

- » Be yourself
- » Work it out on your own
- » We don't care that we're square pegs in round holes
- » Contrariness
- » Spirit of individualism
- » Fiercely independent
- » Help your neighbor ('cause you should)
- » Respect
- » Open minded
- » Don't make others uncomfortable
- » Midwest hospitality
- » Personal openness
- » Accepting people
- » Tolerance of individuality
- » Humility
- » Treat others fairly
- » Honest and sincere
- » Integrity, forthrightness, honesty, character
- » Solid, trustworthy people
- » Real
- » A people apart and above

6. HERITAGE

- » Frontier expansion of American ideals
- » More contemporary than we imagine or others perceive
- » Heritage in relation to future
- » Strong appreciation of where we came from
- » Rich history

GROUP CONCLUSION

Understanding that to redefine and own the conversation of Kansas and that the market grants us only a few seconds to make a connection with our audience, the group converted these six components and supporting attributes into very brief statements capturing the essence of each, as follows:

ENVIRONMENT: Open spaces, clean air, blue skies

PRAGMATIC/POETIC: Where dreams and reality are linked

PRINCIPLES: Kansans have a strong work ethic

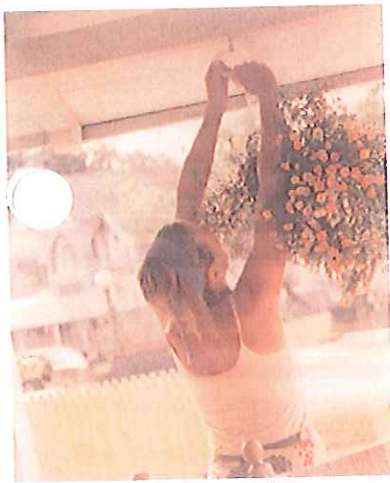
COMMUNITY: Home, family, and community are important to Kansans

CHARACTER: Kansas is built on character

HERITAGE: Kansas heritage shapes Kansas ideals

The group further engaged in work to determine if these statements were authentic (true to our core), distinctive (we could claim this to a higher degree than other states), and meaningful (it makes a difference and connects with the wants and needs of all of our target audiences). The statements that the group ranked highest on all three characteristics were:

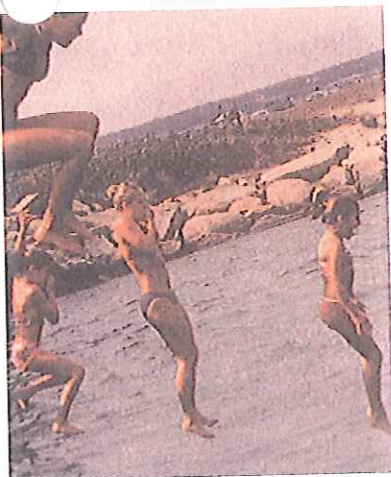
- Home, family, and community are important to Kansas
- Kansas is built on character



Open the door, go outside



Bountiful



Summer resort



Stunned by real beauty

INDIVIDUAL INTERVIEWS – EMOTIONS

In order to identify emotions particularly associated with Kansas, we asked Task Force members to choose images that reflected their responses to our core question:

What are your thoughts and feelings about being a Kansan today?

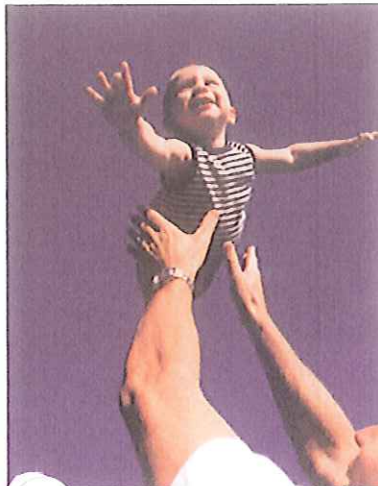
The following thoughts and feelings (and some of the images) were identified by subjects during these one-on-one interviews, which are shown grouped by key component/attribute statements identified by the group. Thoughts and feelings revealed during personal interviews generally tend to be richer and are often more differentiated, further assisting us in developing better connections with our desired audiences.

1. ENVIRONMENT: Open spaces, clean air, blue skies

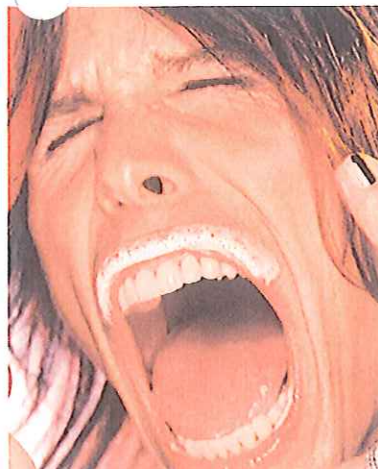
- Feel the sunset
- Massiveness of our space
- Invited to a spectacle
- Outdoors state
- Hear the birds
- Open the door, go outside
- Driving across the plains is like driving on water
- Our main streets are real
- See something you've never seen before
- A place to build
- In the tall grass
- Good place for human beings
- End of the earth
- Big sky
- Summer resort
- Stunned by real beauty
- Vivid blues, greens
- Big oranges, pinks, purples
- Bountiful
- No one ever uses "beautiful" to describe Kansas; rather it's often described as flat and hot, yet the reality is that parts of Kansas are stunningly beautiful
- The Flint Hills are absolutely beautiful
- First-time visitors are always surprised
- Our sunrises are almost better than our sunsets, although our sunsets tend to be more contemplative
- Few understand how clean, fresh and pristine Kansas is



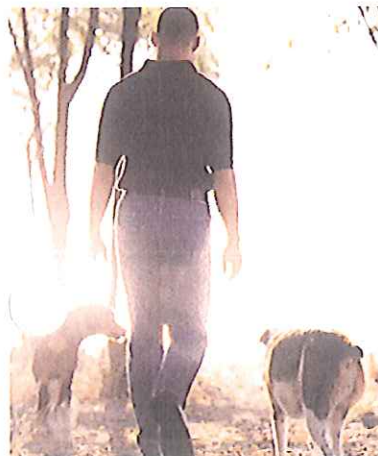
Simple encourages imagination



Carefree



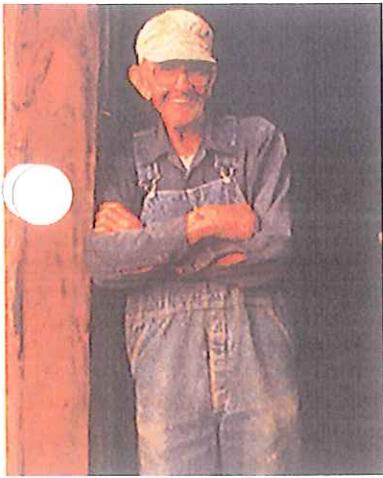
Treasure the individual



Solitude of openness

2. PRAGMATIC/POETIC: Where dreams and reality are linked

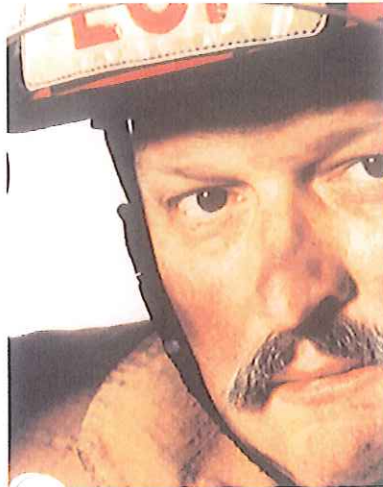
- Pragmatic idealist
- Reach a pain point before making decisions
- Find yourself here
- Make your own mark
- Treasure the individual
- Writing your name in the dirt
- Sink your plow
- Choose your gear
- One AND the other
- We leave you room — room to create
- Intellectually feel the wide-open spaces
- Open choices
- Solitude of openness
- Lose your clutter
- Simple encourages imagination
- Carefree
- Like crawling into Grandma's bed
- Get lost from staring too long
- Unwrapped
- Time is granted
- Pop over a hill
- Life as a slow walk
- Find your parking spot
- Pair of old shoes
- Wind flowing through your hair
- Run up and down the streets
- Peacock, epitomizing the balance of beauty and solid ground
- Kansas is a four-legged chair
- A red-headed stepchild
- Hidden jewel
- Epitomize simplicity and elegance in black & white
- Go to town and have a soda
- Kansas is always late afternoon
- Our 1-inch box in telling our story
- Scary as Hell
- Get in the car and ride around
- Going down the hill
- Let go of the handlebars
- What we are selling is after 5 p.m.
- Best of both worlds
- Exhilaration
- Absence of stress
- Can just sit there
- Fall off
- 95% of life is the day-to-day stuff, which Kansas excels at; the other 5% you can access by plane
- Our image is so contrary to reality—there is a very positive reality to Kansas, it is unvarnished



Let's do the job, let's do it right, let's do it now

3. PRINCIPLES: Kansans have a strong work ethic

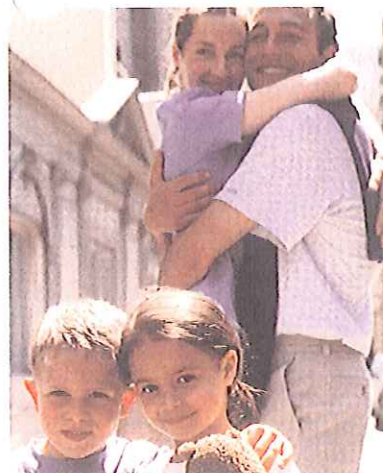
- Authentic
- Achieve by merit, rather than by virtue of birth
- Upright
- Let's do the job, let's do it right, let's do it now
- (What we do here must) play off of honesty
- No bars, no fences, no walls, no blocking your ability to move forward



Dedication to a cause

4. COMMUNITY: Home, family, and community are important to Kansans

- Small towns yes, but not small town thinkers
- Camaraderie
- No plastic fun
- Subtle differences
- An old fashioned family celebration
- You feel safe here
- Enjoy yourself — giggle and laugh with friends



Home, security, family



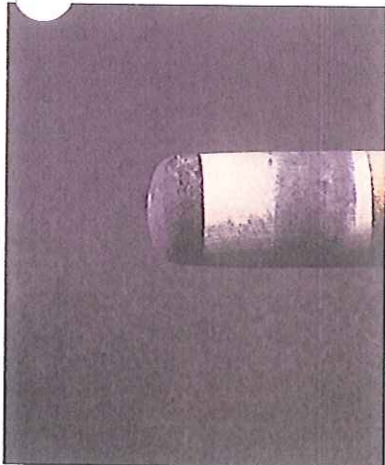
No plastic fun



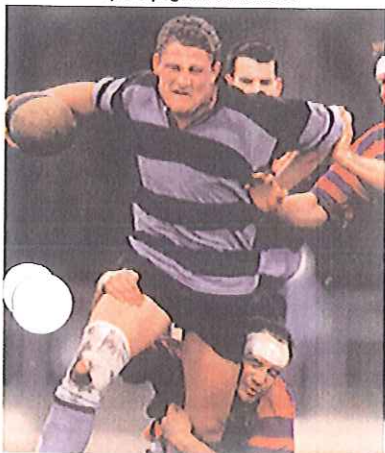
Diversity



Think outside the circle



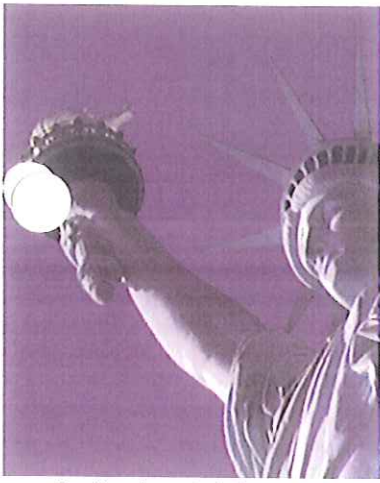
We don't care that we are square pegs in round holes



Passionate

5. CHARACTER: Kansas is built on character

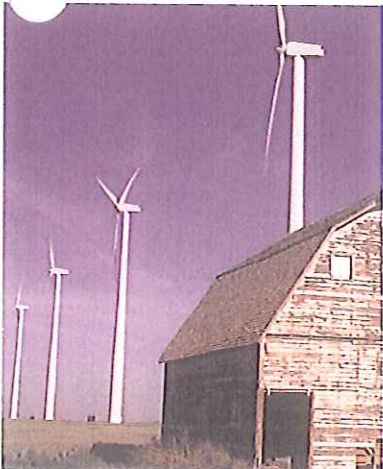
- Huckleberry
- Start where you are, use what you have, do what you can
- Rebel
- Freethinker
- Candid
- The mold you think you are may be broken
- We don't boast
- Would be unseemly to boast
- People don't play well together here
- We don't care that we are square pegs in round holes
- Purity
- Not braggers
- Less crap, less dirt, less political stuff
- Passionate
- Spirited
- Need it now
- Fast forward thinkers
- Innovative
- (No need to be) fearful of imposing
- All real conversations take place in the parking lot after the meeting
- If in New York, we would have a knock down, drag out brawl to get it taken care of quickly and completely (leaving us either fine with each other, or hating each others' guts) and, by contrast, in Kansas focusing on humans first rather than solutions.
- We've moved mountains (literally + figuratively)
- Think outside the circle
- The farther you are from the center of town, the more I want to hire you
- Our positive reality
- If you like yourself, you will like Kansas
- You're not going to be cheated, beaten, or killed
- Stunned
- Giggling
- Anyone can be comfortable anywhere in Kansas, due to the decency of our people



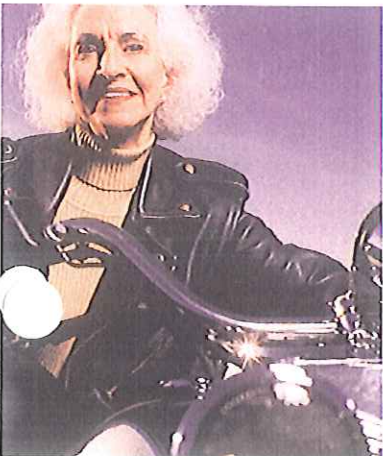
Equality and opportunity for everyone



Commitment to a cause



Pivotal




Open

6. HERITAGE: Kansas' Heritage Shapes Kansas' Ideals

- What happened here?
- Rebuild ourselves
- We need to identify what we do in Kansas that no one else can claim
- Pivotal
- Illumination
- Nostalgia
- Progressive
- Pioneer spirit
- A story never told
- We were on the right side of the argument
- Blood was shed
- Equality and opportunity for everyone
- Commitment to a cause
- Entrepreneurial spirit
- Let go of the handlebars
- The checkered past of experiment in Kansas gives it dignity, and makes it a genuine, exceptional home
- We don't have an image. Beyond the stereotypes, Kansas is a blank slate
- Kansas values are industry, integrity, hard work, regional pride

The Outcome

A photograph of two large sunflowers with bright yellow petals and dark brown centers, set against a clear blue sky. The sunflowers are positioned in the lower half of the frame, with their heads tilted upwards. The background is a solid, vibrant blue.

"They call Kansas the "Sunflower State," not because it is overrun with the noxious weed, but because, as the sunflower turns on its stem to catch the first beams of the morning sun, and with its broad disk and yellow rays follows the great orb of the day, so Kansas turns to catch the first rays of every advancing thought or civilized agency, and with broad prairies and golden fields welcomes and follows the light."

— Editorial, 1887

{The Outcome}

THE ESSENCE OF OUR BRAND: CORE VALUES

Robert Zimmerman, a Midwesterner who later became more famously known as Bob Dylan, once said, “There is a great spiritual quality throughout the Midwest.” One may touch that spirituality by “doing nothing more than looking out the window.”

Nancy Vogelsberg-Busch, a Kansas farmer and rancher, recently was quoted discussing the virtues of land consisting of prairie grass. “The prairie is a symphony,” she stated. “If you’re quiet, you’ll hear it.”

Identifying Core Values opens a window to the symphony of Kansas, and taps into the emotions of this place.

Our Core Values, the essence of our brand, speak first and foremost to us—those within our State, and those who are Kansans.

The more authentic, distinctive, and meaningful our statement of Core Values, the greater our opportunity to move the conversation about us forward and strengthen our Kansas brand image.

Our statement of Core Values should set an overall tone that is distinctive and authentic to our state, rather than equally relevant to another state or location brand.

Our Core Values are not an advertising campaign. They instead serve as an internal beacon necessary to own the conversation about our state—our positioning, messaging, and core creative strategy.

As a ‘high altitude’ look at our state, this beacon does not attempt to favor one audience over another, tourism over business development or vice-versa, as it must serve each equally well.

Understanding the criteria of effective values, we analyzed the rich material uncovered by the Task Force for clues to our Kansas essence.

We reviewed alternative approaches to defining our Core Values, each centered around dominant and recurring themes emerging from our brand audit. We overlaid that with the compelling story of Kansas as expressed through our history, set within a contemporary context.

From these alternatives the Task Force offered reaction and comment in an iterative process. The commentary was then distilled into a simple exposition comprising a single statement, representing the essence of our state.

We arrived at the following:

Kansas Core Values

They say culture trends start on the West Coast,
and national conversations on the East.
Throughout history, for many of our nation's leading issues,
ground was broken here.

Free or slave.
First woman elected mayor.
Travel by air.

We debated, nurtured these and more, and often led the way.

Today, Kansans still speak their minds.
We are people of opinions, whether ours or yours.

We handshake the promise,
and make it work.

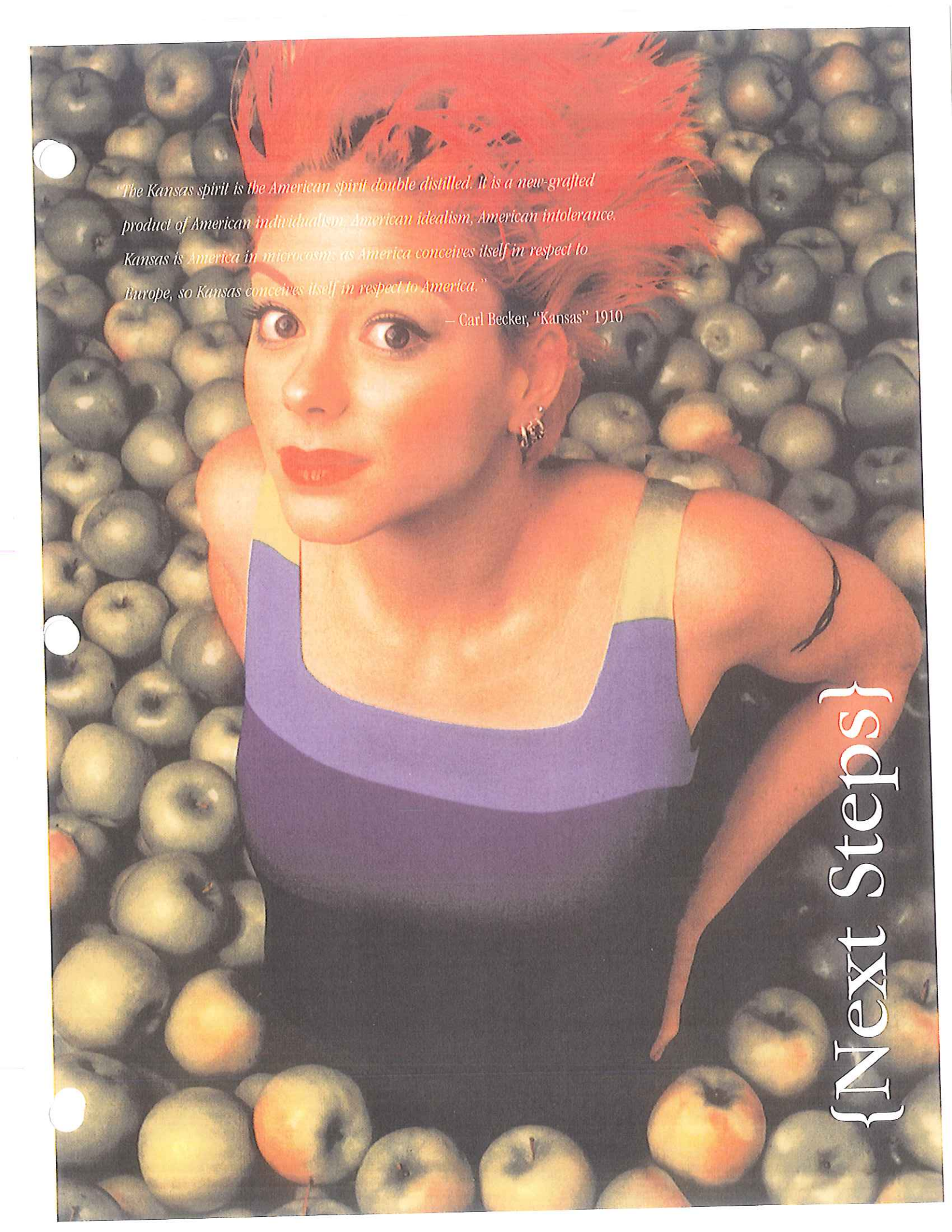
Our vast 180° horizon begs you to dream,
Think without boundaries,
Create with wind in your hair.

While feeling the sunrise,
On main streets that are real.

Under our spacious skies we raise big thinkers.
Illuminating the national consciousness.

We are the center of America.
You're home.

Next Steps

A woman with vibrant red hair and a purple tank top is lying down, surrounded by a vast field of green and yellow apples. She is looking directly at the camera with a slight smile. The background is a dense field of apples, creating a textured, almost abstract environment. The lighting is soft, highlighting her features and the colors of her hair and top.

"The Kansas spirit is the American spirit double distilled. It is a new-grafted product of American individualism, American idealism, American intolerance. Kansas is America in microcosm: as America conceives itself in respect to Europe, so Kansas conceives itself in respect to America."

— Carl Becker, "Kansas" 1910

{Next Steps}

Next Steps

During the May 20 session, the Task Force participated in a process to identify recommended action items consisting of the following:

Reporting

1. In addition to the qualitative research with Task Force members, perform non-resident research with travelers and business executives to calibrate with resident research results.
2. Report and present next stage positioning, messaging, and core creative options to the Task Force.

Image Development

3. Develop the hook, our difference, to redefine and own the conversation about Kansas so we can effectively brand and market our state.
4. Emulate long-term commitment and success factors utilized by location/place tourism branding such as Virginia and New York.

Implementation

5. Develop short- and long-term execution strategy.
6. Develop and present alternative go-to-market budget options.
7. Develop a plan of advocacy and portable presentation for use by regional and community leaders—to promote and obtain buy-in from Convention and Visitors Bureaus, Chambers of Commerce, economic/business development groups, and other key constituencies.
8. As it becomes developed, ensure our new brand image conversation speaks to tourism and economic development audiences, as well as all Kansans and out-of-state people.
9. As it becomes developed, integrate the new brand image conversation into our Kansas culture and regions.

Epilogue

Regardless of destructive acts of nature, adverse economic conditions, or the motivations behind human migration patterns, there is one asset a state need never lose—a powerful brand image.

All any of us really have for competitive advantage in this world is the sum total of perceptions and expectations people have about us—our reputation.

Owning our reputation, and redefining how it is demonstrated and discussed to our benefit, is the task we face in rebuilding our brand image.

We have begun the process to recast our all-sufficient conversation about our place, about our state, about Kansas.



Appreciation

Our thanks and acknowledgement to Craig Miner, author of *Kansas: The History of The Sunflower State, 1854-2000*, the source of many quotations and Kansas facts used in this report and for his participation in one of the Task Force meetings.

Our deep appreciation to the Task Force members who committed to the process of shaping the conversation about Kansas.

Kansas

Kansas Brand Image Development Process

Prosperity Summits

Need for State Image identified as a priority

Discovery

- State Image Task Force
- Conversion Study
- Image Study
- Secondary Research
- Economic Impact Analysis
- Qualitative Research
- Legislators Research
- Database Analytics
- Competitive Overview
- Creative Testing

Brand Position

In Kansas, our wide open spaces give people the freedom to dream and make big things happen.

Core Creative

Logo, tagline, copy, and visual approach

Strategies and Tactics

Brand Image

- In-state TV, radio, newspaper campaign January 2005
- Web portal for statewide brand consistency and measurement
- Industry and statewide consistency and promotion

Commerce

- Incorporate brand consistently in all marketing/communications
- Business Development marketing
- Travel & Tourism marketing
- Department communications



Positioning Statement

In Kansas, our wide open spaces
give people the freedom to dream
and make big things happen.

Logo



KAN SAS
as big as you thinkSM

Ike Television

ARCHIVAL FILM FOOTAGE



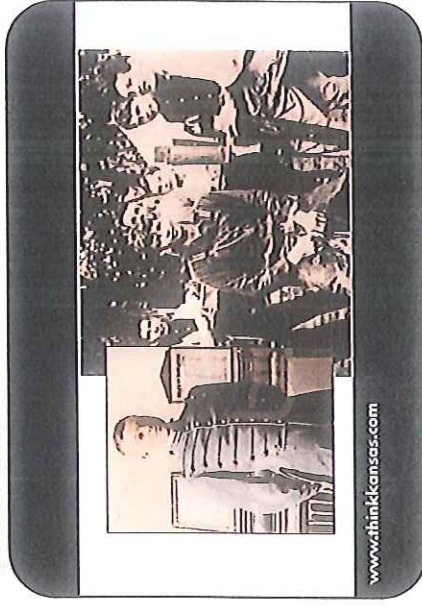
VO: During World War II, the enemy looked at our troop strength, ships, and aircraft.

ARCHIVAL FILM FOOTAGE



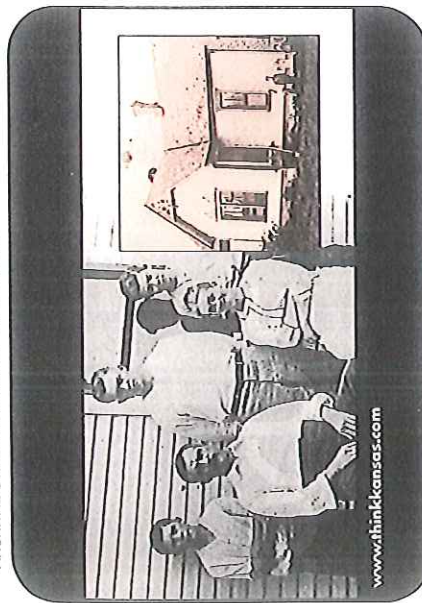
They looked at everything except the fact that the Supreme Allied Commander, Dwight D. Eisenhower, hailed from Kansas.

ARCHIVAL STILL PHOTOS: KEN BURNS STYLE

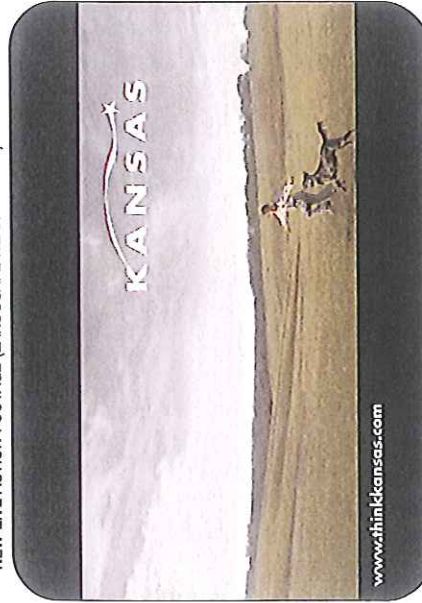


They had no idea how Kansas carves a certain kind of person.

ARCHIVAL STILL PHOTOS: KEN BURNS STYLE

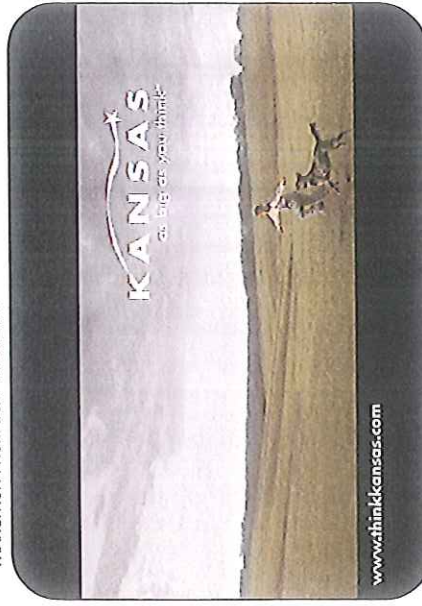


NEW LIVE ACTION FOOTAGE (LANDSCAPE NEAR ABILENE).



When you come from a place with no boundaries,

TRANSITION FROM B&W TO COLOR.



saving the world doesn't seem so hard.

Ike Radio

During World War II, the enemy looked at our troop strength, ships and aircraft...even the fuel mileage of our tanks. It made no difference to them that the Supreme Allied Commander, Dwight D. Eisenhower, hailed from Kansas.

It should have.

The enemy had no idea that a Kansan would set an impossible goal and then, by sheer force of will, achieve that goal — even if it meant putting more than 150,000 troops in Normandy in ten hours.

They had no idea how Kansas carves a certain kind of a person. How growing up in a place with no boundaries makes anything seem possible. They had no idea what a Kansan will do if asked.

Kansas. As big as you think.
Find out more at thinkkansas.com.

Ike Newspaper Ad

When you come from a place with no boundaries,
saving the world doesn't seem so hard.



Special thanks to the Eisenhower Library and Museum

Dwight D. Eisenhower of Abilene, Kansas, set impossible goals during WWII, and by sheer force of will he achieved them. Find out more about Kansas at www.thinkkansas.com.

KANSAS
as big as you think™

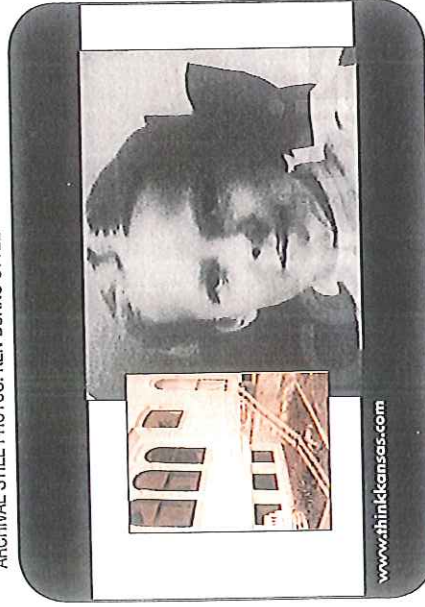
Amelia Television

ARCHIVAL FILM FOOTAGE



VO: In an era when a woman could hardly find a reasonable job, Amelia Earhart learned to fly.

ARCHIVAL STILL PHOTOS: KEN BURNS STYLE



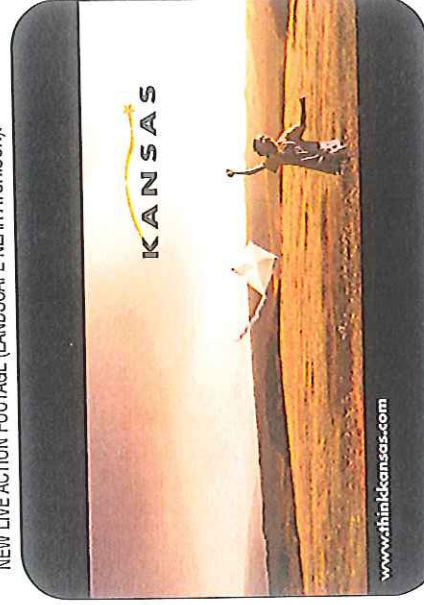
Her spirit showed the world how Kansas carves a certain kind of person.

ARCHIVAL FILM FOOTAGE



In 1937, on an attempt to fly around the world she was lost.

NEW LIVE ACTION FOOTAGE (LANDSCAPE NEAR ATCHISON).



Because when you grow up in a place that's 90 percent sky,

ARCHIVAL STILL PHOTOS: KEN BURNS STYLE



But this Kansas daughter will never be forgotten.

TRANSITION FROM B&W TO COLOR.



what else would you want to do but touch the clouds?

Amelia Radio

Born and raised on the river bluffs of Atchison, Kansas, Amelia Earhart was beckoned by the open sky.

In a day and age when a woman could hardly find a reasonable job, she learned to fly. But even that wasn't enough for her. Amelia cut her own trails through the uncharted sky.

Her record-breaking excursions were not mere dare-devilry. In her own words, they provided proof that men and women were equal in "jobs requiring intelligence, coordination, speed, coolness, and willpower."

In 1937, on an attempt to fly around the world, she was lost. But this Kansas daughter will never be forgotten. Her spirit showed the world how Kansas carves a certain kind of person.

When you grow up in a place where 90 percent of what you see is sky, what else would you want to do but touch the clouds?

Kansas. As big as you think.
Find out more at thinkkansas.com.

Amelia Newspaper Ad

When you come from a place that's 90% sky, is it any wonder you would want to fly around the world?



TM 2004 Amelia Earhart by CMO Worldwide, Inc.
www.AmeliaEarhart.com

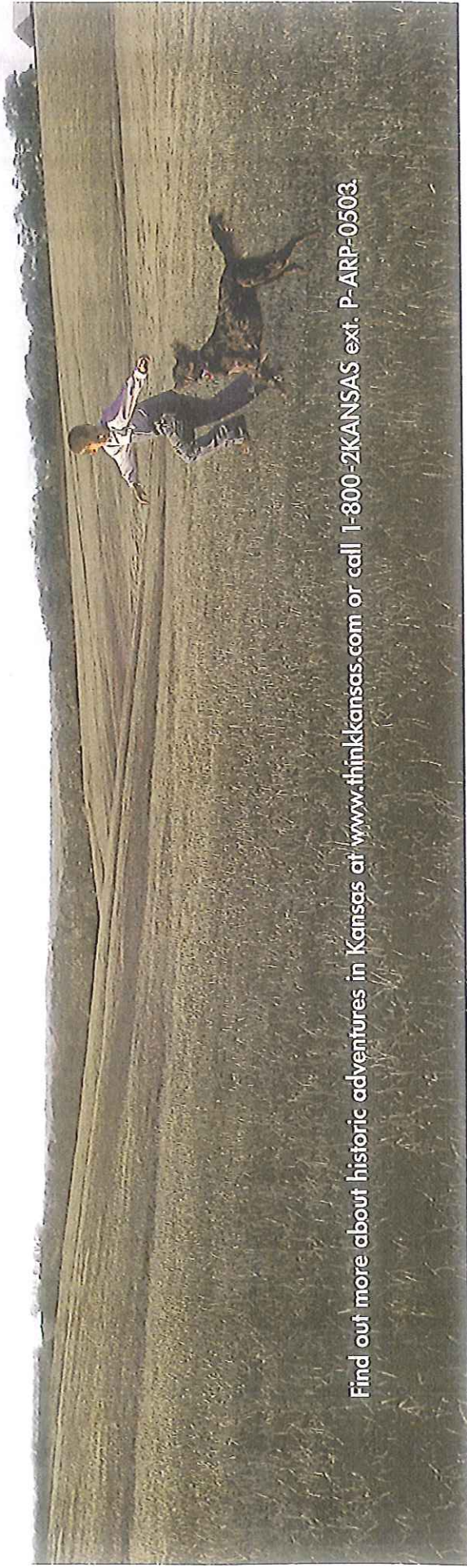
Amelia Earhart of Atchison, Kansas, dared to go farther.
Find out more about Kansas at www.thinkkansas.com.

KANSAS
as big as you think™

**When you come from a place with no boundaries,
saving the world doesn't seem so hard.**

Visit the boyhood home and presidential library of the World War II Supreme Allied Commander, Dwight D. Eisenhower. You'll also discover how Kansas' wide-open spaces shaped America's history.

KANSAS
as big as you think™



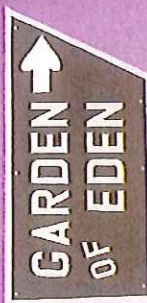
Find out more about historic adventures in Kansas at www.thinkkansas.com or call 1-800-2KANSAS ext. P-ARP-0503.

Well, now you know where it is.

In 1905, Samuel Dinsmore of Lucas, Kansas created his own Garden of Eden, a political statement fashioned from 113 tons of concrete sculpture. The freedom of expression inspired by Kansas' open spaces has bred some of the most unique and quirky attractions you'll find anywhere.

So if you think you've seen it all, you haven't.

 **KANSAS**
as big as you thinkSM



Find out more at www.thinkkansas.com
or call 1-800-2KANSAS ext. P-GH-0503.

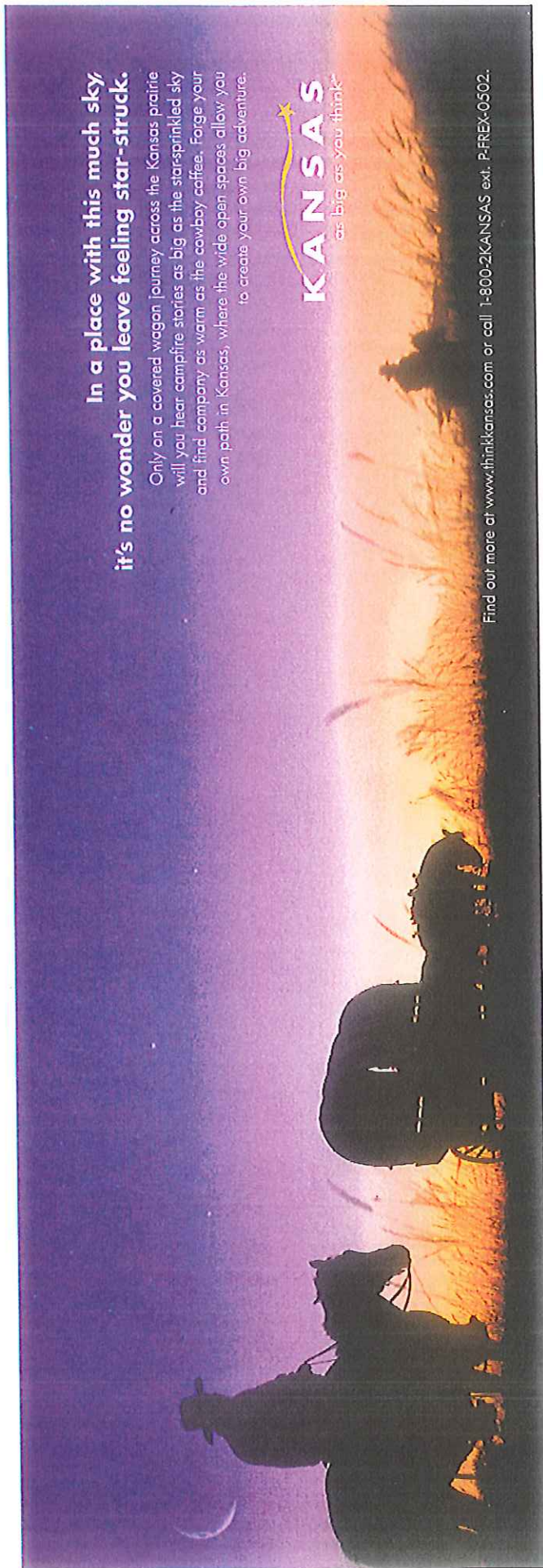
Travel & Tourism Ad

In a place with this much sky,
it's no wonder you leave feeling star-struck.

Only on a covered wagon journey across the Kansas prairie
will you hear campfire stories as big as the star-sprinkled sky
and find company as warm as the cowboy coffee. Forge your
own path in Kansas, where the wide open spaces allow you
to create your own big adventure.

 **KANSAS**
as big as you think™

Find out more at www.thinkkansas.com or call 1-800-2KANSAS ext. P-FREX-0502.





Free Calendar: Take Our Survey
Newsroom



Learn more about Kansas' big thinkers

Travel & Tourism	Higher Education	Business & Economic Dev.
Wildlife & Parks	Governor	Health & Environment
Transportation	Legislature	Access Kansas

KANSAS

as big as you think

Dwight D. Eisenhower



Trace the history of this extraordinary man from his roots in Abilene, Kansas, to his ascension to World War II Supreme Allied Commander and 34th President of the United States. Learn more about Dwight D. Eisenhower by clicking on any of the links below.

[Watch TV ad \(Windows or QII\)](#)
[Hear radio ad](#)
[View newspaper ad](#)

[Eisenhower Foundation](#)
[Eisenhower Presidency Online Exhibit](#)
[Eisenhower Library & Museum](#)
[Abilene, KS Chamber of Commerce](#)
[Eisenhower Military Hospital](#)
[Stephen Ambrose essay \(excerpt\)](#)
[White House Biography](#)

HOME

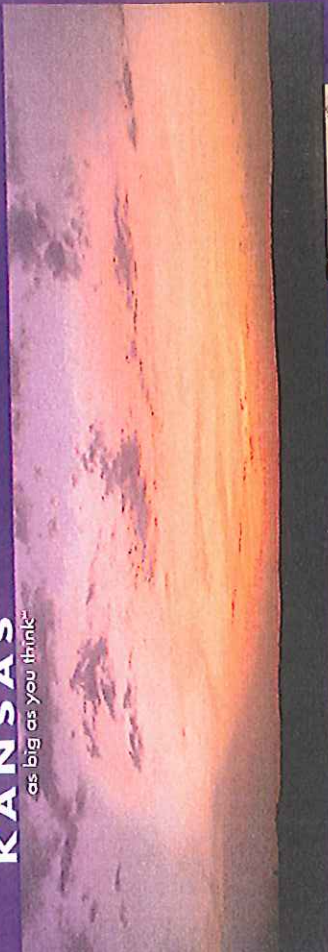
Amelia Earhart



Discover how a little girl from Atchison, Kansas, grew up to be one of our nation's pioneering aviators as well as an iconic female figure whose legend lives today. Learn more about Amelia Earhart by clicking on any of the links below.

[Watch TV ad \(Windows or QII\)](#)
[Hear radio ad](#)
[View newspaper ad](#)

[U.S. Centennial of Flight](#)
[Amelia Earhart Birthplace Museum](#)
[Naval Historical Center](#)
[Women Fly](#)
[Ace Pilots](#)
[Ellen's Place](#)
[Atchison, KS Chamber of Commerce](#)
[Women in Aviation](#)
[Women of the Hall](#)
[Great American Women](#)
[America Hurrah](#)



KANSAS
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Learn more about Kansas' big thinkers

Travel & Tourism
Wildlife & Parks
Transportation

Higher Education
Governor
Legislature

Business & Economic Development
Health & Environment
accessKansas

KANSAS
The Heart of America

2008's Most Significant

The Kansas One Purpose

2008's Most Significant

GOALS

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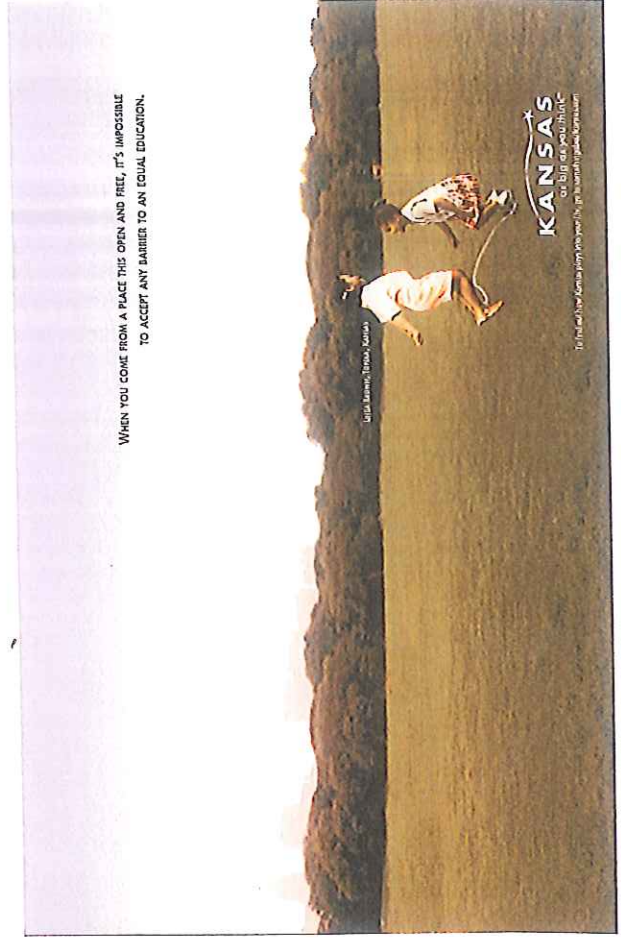
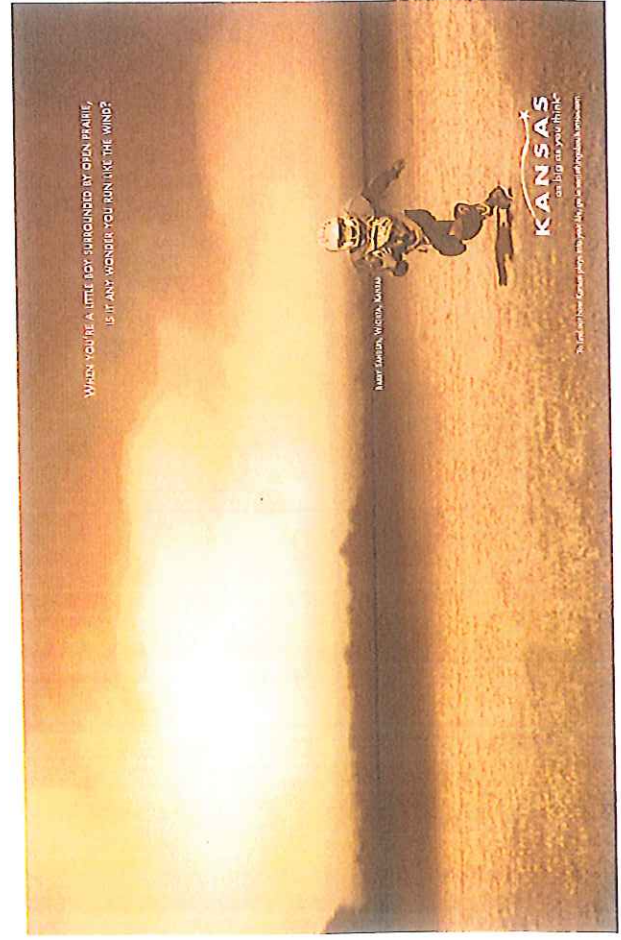
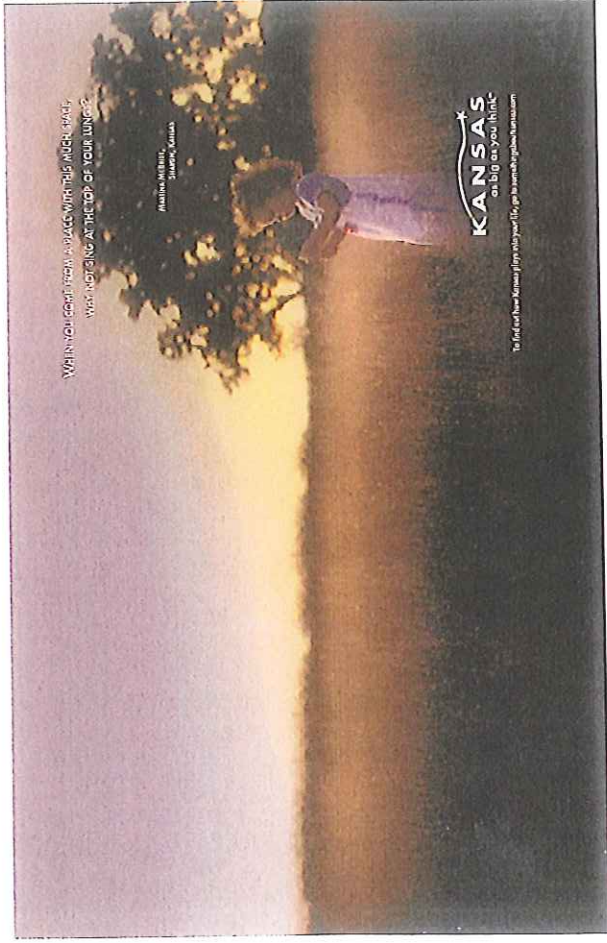
GOALS

2008's Most Significant

Portal Page Phase II



Other Concepts



Business Development Concept

Why would a guy who wants to build world-class luxury boats come to a landlocked state?

"I didn't go looking for farmers and ranchers, but I found out they were the ones who worked the hardest," says Pack St. Clair, founder of Cobalt Boats. St. Clair started his luxury boat company in Neodesha, Kansas, population 2,800. What he found here was a rich Kansas resource — a core of workers with an unflinching, self-reliant work ethic. People who find smarter ways to do everything. And then just get it done.

In Kansas, Pack St. Clair didn't see barriers. He found opportunity.

KANSAS
as big as you think



To see how Kansas plays into your business, go to thinkkansas.com

Business Development Concept

**Is it any wonder that the top GPS device was invented
in a place where there are few visible landmarks?**

Garmin International started out in 1989 with a handful of dedicated engineers and a great idea for a product. They quickly became the leader in GPS sales and innovation.

It's no accident they chose Olathe, Kansas as their world headquarters. What they found here was a rich Kansas resource—a core of workers with an unshining, self-reliant work ethic. People who find simpler ways to do everything. And then just get it done.

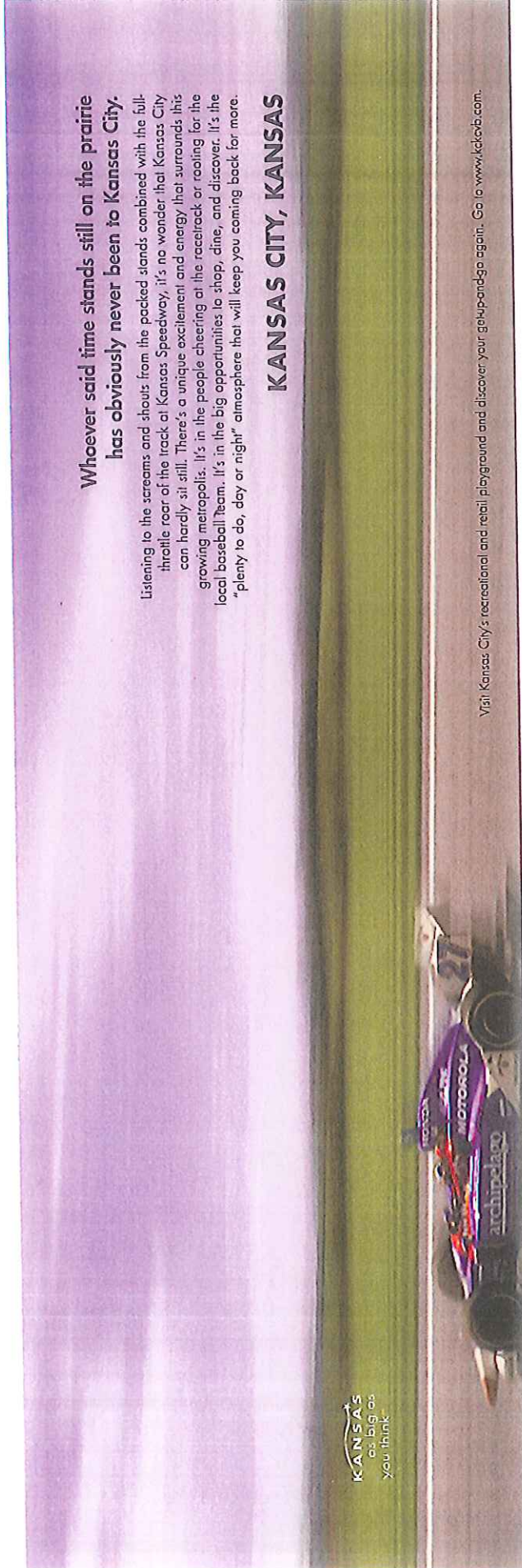
In Kansas, wide open spaces lead to wide open thinking.

KANSAS
as big as you think



To see how Kansas plays into your business, go to thinkkansas.com

Community Ad Concept



KANSAS
as big as
you think

**Whoever said time stands still on the prairie
has obviously never been to Kansas City.**

Listening to the screams and shouts from the packed stands combined with the full-throttle roar of the track at Kansas Speedway, it's no wonder that Kansas City can hardly sit still. There's a unique excitement and energy that surrounds this growing metropolis. It's in the people cheering at the racetrack or rooting for the local baseball team. It's in the big opportunities to shop, dine, and discover. It's the "plenty to do, day or night" atmosphere that will keep you coming back for more.

KANSAS CITY, KANSAS

Visit Kansas City's recreational and retail playground and discover your getup-and-go again. Go to www.kckrb.com.



TALKING POINTS

The Kansas Brand Image Task Force

The Kansas Brand Image Task Force was developed as a direct result of recommendations made at the 2003 Prosperity Summits. The Prosperity Summits, made up of business people from every region of the state, identified key priorities for economic growth in the state of Kansas, the most consistent being the need for a strong state image. Community, business development, and tourism leaders from throughout the state populate the State Image Task Force, representing each of the Prosperity Summit regions.

The Task Force Process

Members of the Task Force participated in a process to articulate the essence of the Kansas brand through an authentic statement of Core Values, the first stage in creating the critical components necessary for an effective brand image. Task Force members engaged in full-day working sessions in Salina on April 6, April 27, May 20, September 2, October 28, and November 30.

Additional Research

In addition to research conducted with Task Force members, the Kansas Department of Commerce conducted extensive research to identify out-of-state perceptions, attitudes, and opinions about the state. Research included qualitative interviews with business development consultants, out-of-state consumers, travel writers, and key legislators. Quantitative studies were conducted with Kansas travelers and a cross-section of out-of-state consumers. A competitive analysis of the branding efforts of other states was conducted, and secondary research was evaluated to assess the primary opportunities for Kansas.

Research Summary

Kansans view Kansas as the center of America, where you can still trust a handshake, and get things done. It's a place where our limitless horizons beg us to dream and create. Many Kansans appreciate our rich history, and recognize that we have often been on the cutting edge of cultural change and conflict.

Out-of-state business people and consumers often have an unclear image of Kansas. They see Kansans as honest, trustworthy, hardworking, and friendly. Their image of Kansas is flat, with wide-open spaces, and when they visit they are often surprised by its green, rolling hills. Visitors most enjoy Kansas' historic attractions.

Travel trends that provide opportunities for Kansas include the interest in history/culture, agri-tourism, geo-tourism, and authentic experiences.



Ideas to Bring the Kansas Brand Image Campaign to Life

The Kansas Department of Commerce and the Kansas Brand Image Task Force should continue to work with state agencies, regional entities, and both public and private organizations to encourage Kansans to embrace the Kansas brand.

Examples of ways to embrace the brand image include:

Co-op programs – the Kansas Department of Commerce is developing programs and tools to encourage and assist communities in incorporating the Kansas brand into marketing efforts

Merchandising – guidelines are being developed for creating premium items

Existing programs – consider renaming or creating new programs and events and developing materials that embrace the brand message

Create competitions and scholarship programs – consider statewide competitions, such as a “Big Art” challenge, to encourage Kansans to be creative in ways that show Kansas’ big thinking

Talk the talk – find the stories in your community about big things that have happened and big thinkers who hail from Kansas, and develop mechanisms to share those stories across the state

Signage – incorporate the Kansas brand into signage across the state, including highway signs, community signs, state and city vehicle signage, school buses, and Travel Information Centers

Big, long-range planning – incorporate the brand image into the design of the Kansas license plate, partner to design a Kansas hot air balloon

Be creative and THINK BIG. How can you and your fellow Kansans embrace *KANSAS. As big as you think?*



NEWS RELEASE

Date January 7, 2005

Contact Sally Lunsford, Kansas Department of Commerce
Phone: (785) 296-2477
e-mail: slunsford@kansascommerce.com

Materials available at: www.thinkkansas.com/newsroom

FOR IMMEDIATE RELEASE

Big thinking behind the launch of the new Kansas brand image

What is the first thing that comes to mind when someone says Kansas? The answer may vary from "flat" to "tornadoes" to "Dorothy and Toto." In most cases, however, that question has been answered with a blank stare. A lot of people just don't think about Kansas. That is why a group of proud, determined, and creative Kansans took on these perceptions (or lack thereof) and decided to change minds and turn heads. Today, after months of work, the Kansas Brand Image Task Force unveiled the Kansas image campaign.

In Kansas, our wide open spaces allow people to dream and make big things happen. That positioning statement is at the core of the Kansas image and is echoed in new television, radio, and print ads featuring American icons and Kansans Dwight D. Eisenhower and Amelia Earhart. These ads were revealed today and will air statewide beginning January 9th. Each ad shows how the open vistas of Kansas provide the room and the inspiration for great thinking and monumental action.

"The position reflects the reality of Kansas. Our wide open spaces do create big thinking. Eisenhower, Amelia Earhart and many other determined and innovative Kansans reflect how being a Kansan helped shape their spirit to do the most amazing things," said Howard Fricke, Secretary of the Kansas Department of Commerce. "This rugged, free-thinking attitude is still true today. It's in our nature. People are more free to think and create here than they are in other places," Fricke added. In addition to the image ads, the positioning is supported by the statewide tagline, "KANSAS. As big as you think," and by visuals that depict the state's beauty and grandeur of wide open spaces.

The new state image was developed as a result of recommendations made at the 2003 Prosperity Summits, when community leaders from across the state met in their respective regions to identify opportunities for and barriers to economic growth in the state of Kansas. Key priorities for growth were identified at these Prosperity Summits, the most consistent being the need for a strong state image. From that group, the Kansas Brand Image Task Force was developed.

The Task Force is comprised of community, business development, and tourism leaders from throughout the state, representing each of the Prosperity Summit regions. Representatives from the Kansas Department of Commerce also serve on the Task Force.

Extensive research was key to the Kansas brand image development process. Research conducted with in-state residents, select Kansas legislators, key business location consultants, travel writers, and out-of-state travelers identified core values, attitudes, and perceptions about the state.

Kansas becomes one of a few states to develop a statewide campaign that will use one consistent message for tourism, economic development, and other state organizations. "Our goal is to build a long-term brand image that the whole state will embrace. With limited marketing dollars, statewide consistency provides greater effectiveness in telling the Kansas story," said Fricke. He added, "The new state image provides a meaningful promise to people who live here, and to people who are considering doing business in the state, traveling to the state, or moving to the state."

To see the new ads go to www.thinkkansas.com.



**THE KANSAS DEPARTMENT OF COMMERCE
NEWS RELEASE Q&A**

Date January 7, 2005

Contact Sally Lunsford, Kansas Department of Commerce
Phone: (785) 296-2477
e-mail: slunsford@kansascommerce.com

Materials available at: www.thinkkansas.com/newsroom

BRAND IMAGE EXPLANATIONS

What do you mean by brand image? What is the difference between brand image and the state slogan?

Brand image is what people think of when they hear your name. It's a promise of what can be expected from Kansas. It is a reflection of core values and a way to distinguish Kansas from others in a way that is authentic and meaningful. Brand image is built over time and requires a long-term commitment to consistently communicate a promise.

The Kansas slogan or tagline is only *one* of the many expressions of the state's brand image, and it should support and reinforce the image.

Why is it important to develop a brand image for Kansas?

The average American is exposed to over 3,000 advertising messages every day. In order to break through the clutter and have people even think about Kansas, let alone consider it as a business location or travel destination, it must have a strong image that people can rely on. A well-executed brand image can differentiate Kansas from other states and serve as a regional, national, and international symbol that builds trust and credibility in what the state has to offer.

Is Kansas on the cutting edge of brand image development, or are we playing catch-up with other states?

The proliferation of messages and the thousands of ways to communicate with people have caused marketers to try and find new ways to reach their audiences. Private sector companies have long realized the power of a strong brand. There are a few states that have developed positioning that has stood the test of time for over 25 years, such as "I Love NY" and "Virginia is for Lovers." This being said, Kansas is not actually playing catch-up. Very few states have developed a consistent state image designed for both business development and tourism. (Kentucky and Oregon are two who have recently launched statewide image campaigns.) Very few states have made a statewide effort to develop the core values that form the promise their state has to offer. Very few states have sustained a consistent brand image over time.

What are the goals of the brand image campaign?

The goals of the campaign are to begin to change the way Kansans talk about Kansas, to change the way out-of-state people think and talk about Kansas, and to ultimately create new jobs, new capital investments, and increase the economic impact of tourism in the state.

How does this compare to the state's past efforts?

This branding effort does not really compare to past efforts. Tourism has developed its own promotions and business development has communicated different messages. For example, the most recent tourism tagline is "Simply Wonderful," and the current business development tagline is "Built on Character." The new branding effort will communicate one consistent message for Kansas, not just for tourism and business development, but for the entire state. Our hope is that it will become a part of all Kansas marketing and communications and tie in with what all communities and state agencies are doing. We have limited dollars and the more we can communicate one consistent brand, the more successful we will be.

In addition, this campaign has been based on research that has been critical in developing an image that is not only believable, but one that is meaningful to our target audiences. Business and travel customers were surveyed, and extensive quantitative and qualitative research was conducted in order to ensure that creative, conceptual, and strategic elements of the campaign reflect what Kansas really offers those markets and what distinguishes Kansas in those markets.

WHAT KANSAS HAS TO OFFER

What does Kansas have to promote to tourists and business executives?

The hottest trends in travel today are things that abound in Kansas. Our state offers activities such as historic and cultural events; agri-tourism, or the "city-slicker" syndrome, where people want to experience working farms and ranches; geo-tourism, where people want to experience preserved natural, historic, and cultural sites with outstanding scenery; and last but not least, authentic activities—tired of "plastic" fun, travelers desire to experience the real America.

And when it comes to commerce and economic development, Kansas has what today's businesses are after: a trained workforce with a can-do work ethic that allows businesses to thrive, an entrepreneurial spirit, competitive costs of doing business, an excellent quality of life, strong infrastructure, and the land and space to grow.

Aren't businesses really looking for incentives and lower costs of doing business?

Businesses must think about the bottom line and often need incentives to get started in a new location. Many states offer very competitive deals, so in order to be a player, we must roll up our sleeves to make doing business in Kansas easy and profitable. We must also stand for something meaningful that distinguishes us from other states in order for prospective businesses and their employees to want to consider Kansas as a place to live, work, and play. Building that kind of positive image takes a long-term commitment to telling a consistent story.

COSTS

What is the budget for the state image work?

The 2004 Legislature appropriated \$700,000 for the state image work. In addition, the Kansas Department of Commerce allocated \$1,000,000 from its internal marketing budgets, including \$300,000 received from KDOT's Blue-Sign proceeds.

What does the \$1,700,000 pay for?

The budget is allocated for the following activities: extensive research and development of the overall brand image; development of an overall marketing plan for in-state promotion and out-of-state business development and tourism promotion; development of creative elements supporting the brand including logo and tagline; television, radio, theater and print advertisements; media placement both in-state and out-of-state for all of 2005; the development of graphic standards, co-op guidelines and programs that can be used by Kansas communities; public relations and the development of a state web portal, www.thinkkansas.com; and various other marketing materials.

How does this compare to other states' spending to promote their states?

Kansas has consistently ranked as one of the lowest in spending for marketing the state. This budget still puts us as one of the lowest five states in marketing spending.

Will you be asking the Legislature for more money to promote the state?

In order to build a long-term, consistent brand image and get people to notice the great things going on in Kansas, the state will need to make a commitment to spending at least a minimum amount to get our message out. We will continue to ask the Legislature to help Kansas compete more favorably in spending to market a strong, consistent brand image.

What outside contractors were used to develop and implement the brand image work?

Primarily Callahan Creek, a Lawrence marketing company. Other outside contractors included Ruf Strategic Solutions, an Olathe firm (database analytics).

THE PROCESS

What is the Kansas Brand Image Task Force and why was it formed?

The Kansas Brand Image Task Force was developed as a direct result of recommendations made by the 2003 Prosperity Summits. The Prosperity Summits, made up of business people from every region of the state, identified key priorities for economic growth in the state of Kansas, the most consistent being the need for a strong state image. Community, business development, and tourism leaders from throughout the state make up the Kansas Brand Image Task Force, representing each of the Prosperity Summit regions.

What did the Task Force do?

Members of the Task Force participated in a process to articulate the essence of the Kansas brand through an authentic statement of Core Values, the first stage in creating the critical components necessary for an effective brand image. Task Force members engaged in full-day working sessions in Salina on April 6, April 27, May 20, September 2, October 28, and November 30.

What kind of research was conducted?

In addition to research conducted with Task Force members, the Kansas Department of Commerce conducted extensive research to identify out-of-state perceptions, attitudes, and opinions about the state. Research included qualitative interviews with business development consultants, out-of-state consumers, travel writers, and key legislators. Quantitative studies were conducted with Kansas travelers and a cross-section of out-of-state consumers. A competitive analysis of other states' efforts was conducted, and secondary research was evaluated to assess the primary opportunities for Kansas. Optional state taglines were tested with an online e-mail panel.

What did you find out from the research?

The research produced a great wealth of knowledge with regard to attitudes about, and perceptions of, Kansas. It is impossible to summarize all the information gleaned in a few sentences without compromising the results. However, in an attempt to encapsulate a few key findings: Kansans view Kansas as the center of America where you can still trust a handshake, and get things done. It's a place where our limitless horizons beg us to dream and create. Many Kansans appreciate our rich history, and recognize that we have often been on the cutting edge of cultural change and conflict.

Out-of-state business people and consumers often have an unclear image of Kansas. They see Kansans as honest, trustworthy, hardworking, and friendly. Their image of Kansas is flat, with wide open spaces, and when they visit they are often surprised by its green rolling hills. Visitors most enjoy Kansas' historic attractions.

IMPLEMENTATION

How will the new state image be promoted?

The state image will be introduced in Kansas beginning in January. The image will then be used to promote tourism and business development. In addition, the Task Force will work to incorporate the state image into regional and community efforts.

Why is the state spending money to promote the image within Kansas?

Strong brands are built from the inside out. The goal is for Kansans to take pride in and appreciate the many benefits of living, working, and traveling in the state. It is important to keep talented, educated, and trained Kansans in the state, and educating them on the many opportunities the state holds for them may motivate them to stay. We also need to help Kansas companies grow and expand in Kansas and provide Kansans with a view of the many travel and leisure activities the state has to offer. Building pride and appreciation for these things within Kansas ultimately increases jobs, capital investment, and tourism spending in the state.

What will you be promoting and who is the audience?

In Kansas, our story will focus on famous Kansans whose lives have been shaped by living here. Kansans who dared to think big and make a difference in the world. The introduction campaign will feature Dwight Eisenhower and Amelia Earhart. Over time, we will consider other Kansans, including contemporary figures.

Our tourism ads will feature areas of interest to travelers today. A series of three ads will feature historic experiences, off-the-beaten path adventures, and experiential trips such as working ranches.

Our tourism audience is made up of people who are looking for the kinds of experiences Kansas has to offer: history, arts and culture, agri-tourism experiences, geo-tourism experiences, authentic experiences. Bringing out-of-state travelers to Kansas adds tremendous revenue to the state and creates jobs for Kansans. In addition, research indicates that when people actually travel to Kansas, the image of the state improves substantially. The new state image offers us a consistent way to tell the Kansas story to prospective travelers. Ads will be placed in travel-related publications. We will also be looking at more targeted approaches to reach people who are looking for the kinds of experiences Kansas has to offer.

Business development marketing will include site location consultants' events, trade shows, and advertising featuring Kansas companies and entrepreneurs who have dared to dream big and create successful companies in Kansas. Innovative products and things you wouldn't expect to have been produced in Kansas will be featured.

Business development audiences: The Kansas Department of Commerce will incorporate the new state image in all communications and marketing efforts with this important audience of out-of-state business executives and site location consultants. The state has a positive business climate with many opportunities for new companies to thrive and succeed. There are many examples of innovative companies locating in Kansas due to our trained workforce, strong work ethic, and favorable business climate. We need to tell our stories in a way that motivates other companies to create their own success stories in Kansas. This means new jobs, new opportunities for Kansans, increased capital expenditures, and an increased tax base. With limited dollars, we will focus on the most effective ways to reach this audience.

KANSAS DEPARTMENT OF COMMERCE
Kansas State Image Budget Allocation



BUDGET WITHOUT TEST MARKET MEDIA PLACEMENT

This preliminary budget includes high-end allowances for final creative and production. Once additional budget is confirmed, image development phase is completed, and marketing strategies and creative concepts are approved, revised estimates for final creative and production will be provided.

		Billed	Remaining
Image development			
State Image Task Force	\$92,000	\$90,884	\$2,000
Meeting facilitation and reporting			printing costs
Tourism research			
Advertising Effectiveness/Conversion Study	\$41,000	\$41,000	\$0
Consumer Image Survey	\$39,000	\$39,000	\$0
Market Intelligence & Research Planning Meeting	\$25,000	\$25,000	\$0
Subtotal tourism research	\$105,000		
Travelytics			
Setup (Ruf)	\$18,500	\$18,500	\$0
Monthly Access for April-June 30 (Ruf)	\$10,400	\$10,400	\$0
Account service, administration and meetings (Callahan Creek)	\$3,000	\$3,000	\$0
Subtotal Travelytics	\$31,900		
Qualitative research			
- Includes interviews, travel expenses, and reporting of research with economic development consultants, relocated business professionals, consumers, and travel writers.	\$19,721	\$19,721	\$0
Image development			
- Includes overall situation analysis, core positioning, creative brief, creative development, conceptual design, layout and revisions, and all meetings and presentations with Commerce and the industry.	\$75,000	\$69,069	\$5,931
State marketing plan			
- Includes development of clear and measurable objectives, strategies and tactics for statewide implementation of new branding, including but not limited to economic development and tourism, regions and other state organizations.	\$60,000	\$1,980	\$58,020
Subtotal image development	\$383,621	\$318,554	\$65,951
Final creative and production			
- Includes high-end allowances for final creative and production (including photography allowance), assuming the following traditional marketing elements (actual elements to be determined).			
Logo	\$5,000	\$0	\$5,000
Image and Tourism magazine and newspaper ads	\$45,000	\$0	\$45,000
Business Development creative production	\$23,000	\$0	\$23,000
Radio	\$20,000	\$0	\$20,000
Television	\$120,000	\$0	\$120,000
Subtotal final creative & production	\$213,000		
Total without media placement and planning	\$596,621		
Media placement and planning allowances			
In-state image launch	\$327,000	\$0	\$327,000
Tourism national/regional publications	\$300,000	\$0	\$300,000
Business development	\$250,000	\$0	\$250,000
Subtotal media placement and planning	\$877,000		
Allowance for other strategies and tactics			
Graphic standards	\$10,000		
Co-op ad templates	\$5,000		
Community launch/public relations	\$25,000		
Promotion	\$50,000		
Web portal page & search engine optimization	\$5,000		
Banner ads	\$1,500		
Non-traditional tactics	\$50,000		
Contingency	\$79,879		
Subtotal other strategies and tactics	\$226,379		
Grand Total	\$1,700,000	\$318,554	\$1,155,951
Initial budget in FY 2003-04 (assigned after quantitative research and task force estimates were approved)	\$280,000		